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ABSTRACT

Winthrop College, a resource center for information on employer-sponsored child care, conducted an Appalachian Regional Commission project designed to assess the feasibility of employer-sponsored child care, gather technical information about current models, determine child care needs of working women in South Carolina, and encourage employers to become involved in meeting the family needs of employees. Project activities undertaken included surveys of needs and attitudes of working women, research on related literature, visits to existing employer-sponsored programs, and development of an information and promotion package consisting of an audiovisual presentation "Child Care and Company," a supplemental booklet, and a separate pamphlet suitable for mailing. Nineteen pages of this project report describe the design, implementation, and findings of the project. The bulk of the report consists of approximately 90 pages of appended materials, including copies of questionnaire forms and related materials, presentations of survey data, a description of relevant tax incentives, and summary descriptions of all operating employer-sponsored programs. The final appendix outlines options, advantages, disadvantages, and tax incentives for several employer-sponsored child care program models. On-site, consortium, vendor, voucher, child care, information and referral, and school-age child care models are included; child care programs exemplifying most models are listed. (RH)

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FAMILY SUPPORT SYSTEMS: ALTERNATIVE CHILD CARE ARRANGEMENTS

I. PURPOSE

The purpose of the project was to address child care arrangement alternatives as related to businesses, industries, and institutions in the Appalachian Region of South Carolina. The need for alternative child care arrangements has increased with the increase in the numbers of families with two working parents and the number of single parent families.

In many communities, the availability of adequate child care has not kept pace with the need. In other cases, child care may be readily available but not affordable by certain segments of the labor force. Single parent and low income families are most often affected by the unavailability of affordable child care.

The increase in the need for good quality, affordable child care and the subsequent reduction in government funding for such programs has created the need for alternative methods of providing such care. One method that has proved to be successful is employer sponsored child care. Although this concept is not new, the idea of employer involvement in child care has experienced a gain in popularity in the past several years.

The present project was designed to study the feasibility of employer sponsored child care and to gather technical information about the models currently in existence. The project was also designed to determine the child care needs of working women in South Carolina and to encourage South Carolina employers to become more involved in and aware of the family needs of employees.

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II. METHOD

The Appalachian Regional Commission project, "Family Support Systems: Alternative Child Care Arrangements," consisted of three major activities. They were: 1) a survey of working women in South Carolina; 2) research of the literature on employer sponsored child care and on-site visits to existing programs; and 3) development of a marketing package to be used as an information and promotion tool. In addition, Winthrop College was granted a four-month project extension to begin disseminating the marketing package to South Carolina employers. A detailed description of project activities is presented below.

III. ORIGINAL PROJECT OBJECTIVES

A. Project Objective #1

Identify and survey the total number of businesses, industries, and institutions in excess of 50 employees and 25 percent of women or single parents employed.

Activities involved in accomplishing objective #1

Due to time and money constraints, it was impossible to survey all South Carolina employers with 50 or more employees. Original plans included provisions for subcontracting the survey to an outside research agency. No such agency, however, could be found to perform the survey within the time frame and budget of the project. Project staff at Winthrop College, therefore conducted a more limited survey. This survey, though not as extensive as

planned, covered approximately one percent of the female labor force in South Carolina.

The purpose of the survey was to acquire information on the child care needs and attitudes of working women in South Carolina. The information has potential value for child care agencies and professionals as well as employers interested in establishing child care benefit programs.

The project coordinator decided that the most efficient method of obtaining a sample of working women in South Carolina was through employers. As a result of this decision, a sample of employers from both the public and private sectors was obtained from the South Carolina Employment Security Commission. The sample included businesses, industries and institutions with twenty or more employees. Represented were a variety of manufacturing industries, utilities, and public agencies. The sample was, however, deficient in service and retail businesses.

Survey questionnaires were to be distributed to female employees through their employers. The participating employers were asked to make the questionnaires available to employees; the employees were then asked to complete the questionnaires and return them to Winthrop College in an attached stamped, self-addressed envelope.

The first step of the survey process was to make contact with the employers in the sample in an effort to solicit their participation. A letter of explanation and a sample questionnaire were sent to each employer along with a self-addressed, stamped postcard for their response. Employers were asked to record on the return post-card correct address, the name of a

contact person, and the number of females employed (Appendix A). Those employers who responded in the affirmative were mailed an appropriate number of questionnaires to distribute to female employees.

Employers not returning the post card received a follow-up phone call. As a result of the follow-up call, several additional employers agreed to participate in the survey. A total of 127 employers from various types and sizes of organizations agreed to distribute questionnaires.

Female employees who chose to take part in the survey were given a packet which contained a cover letter of instructions, a return envelope, and three questionnaires (Appendix A). The questionnaires were color coded green for women with any children over six years of age, yellow for women with no children, and blue for women with all children over six years. A total of 13,430 questionnaires were distributed; 7,300 (54%) were returned and usable. The Winthrop College Department of Sociology was contracted to enter survey responses into their computer and to generate information from the surveys. An analysis of the survey information appears in Appendix B.

B. Project Objective #2

Discern possible problem areas in South Carolina statutes as related to standards for child care, tax laws, insurance and other regulatory factors which may affect involvement of businesses, industries and institutions and bring together persons capable of resolving these issues.

Activities involved in accomplishing Objective #2

South Carolina statutes were examined to determine their effect

on child care programs sponsored by business and industry. Laws and policies covering standards of care for children are covered in the Department of Social Services regulations for child care centers. These standards cover fire and safety codes, staff to child ratios, facility design, space requirements and sanitation. There are no particular references to child care at the work site in these standards. None of the requirements or restrictions prohibit the establishment of on site or near-site centers as long as the individual center meets the prescribed standards.

Information was also obtained regarding changes in the laws that affect employers who offer child care as an employee benefit. The Internal Revenue Service has published a summary of their rulings concerning tax credits for child care benefit programs (Appendix C). These incentives allow businesses and industries to recover a portion of the funds spent on a child care benefit program. There are no tax laws that are prohibitive to the establishment of employer sponsored child care programs.

Insurance coverage for employer sponsored child care programs is the same as for private child care centers. Policies must be sufficient to protect the employer in case of accident or injury at the center. The cost for such insurance is based on center location, the condition of facilities, the number of children and employees, and other factors that would increase or decrease the probability of accident or injury. Employers must also maintain insurance to cover the loss of buildings and equipment. Insurance coverage is only a consideration when the

center is owned or operated by the sponsoring employer. Information on insurance coverage for employer sponsored child care programs was obtained from the South Carolina Insurance Commission and interviews with business and industry leaders who sponsor child care programs.

C. Project Objective #3

Coordinate and cooperate with state and local agencies which have responsibility in child care provision or regulation.

Activities involved in accomplishing objective #3

During the first phase of the project, a Child Care Program Panel was appointed to review project activities. This panel consisted of representatives from a number of state and local agencies including the Governor's Office of Children's Affairs, the State Department of Education, the South Carolina Commission on Women, the Department of Health and Environmental Control, the Appalachian Health Council, higher education, and the local private for profit child care community.

The project has also been reviewed by the Governor's Interagency Advisory Council for Early Childhood Development and Education. The Council is composed of representatives from all agencies in the State. As a part of Council's activities, a subcommittee was formed to investigate alternative child care arrangements. The Project Director chairs that subcommittee and the project itself has been a major source of information.

Winthrop College has become the resource center for information on employer sponsored child care. The college is available to provide

this information to other agencies in the state. The marketing package developed as a part of the project is listed in the State Library's Early Childhood Media Clearinghouse.

D. Project Objective #4

Convene a Child Care Program Panel and a Technical Resource Panel to address issues and options in child care arrangement alternatives as related to businesses, industries and institutions.

Activities Involved in Accomplishing Objective #4

The Child Care Program Panel was convened to review the survey of working women in South Carolina. The composition of that panel is described under Section III C.

Plans to initiate a Technical Resource Panel were not completed; other aspects of the project took priority over these plans, and as the project progressed, the need for such a panel was not apparent. The purpose of the Technical Resource Panel was to help project staff find solutions to such problems as tax, insurance, and zoning restrictions. After reviewing tax laws and insurance requirements, and after interviewing employers who sponsor such programs, it was determined that these issues did not create the problems that were originally anticipated.

E. Project Objective #5

Coordinate project activities with national organizations which have resources on child care arrangement alternatives.

Activities involved in accomplishing objective #5

Federal organizations such as the Women's Bureau of the U.S. Department of Labor and the Internal Revenue Service were used as resources for this

project. The Women's Bureau was sent a description of the project and all publications developed for the child care marketing package. The project is described in the 1982 edition of the Department of Labor publication "Employers and Child Care: Establishing Services Through the Workplace".

F. Project Objective #6

Develop a marketing package to be used in approaching businesses, industries, and institutions as to their role in providing child care as a benefit for employees.

Activities involved in accomplishing objective #6

The project staff and advisory committee decided that the marketing package should consist of a slide/tape presentation, a program booklet, and a promotional brochure. Specifications for the design and contents of the marketing package were outlined in a Request for Proposals (Appendix D). The RFP was handled through the State General Services Administration. All proposals were referred to Winthrop College for review. Applicants submitting the best proposals were interviewed and final selection of a contractor was made based on these interviews.

The contractor was supplied with material developed during the research stage of this contract. Using this material, a format was developed for the slide/tape show and the two publications. The contractor was responsible for all photography and audio material, as well as writing and printing specified publications. Winthrop College worked closely with the contractor to insure that work was

performed to the specifications. The result was a package of materials that will be marketed under the title Child Care and Company.

IV. ADDITIONAL PROJECT ACTIVITIES

A. Literature Research

Available literature on employer sponsored child care was reviewed. The majority of the literature on this topic covered information on models of employer sponsored child care programs, the benefits to employers and employees, business and tax advantages, and the reasons that this concept is becoming increasingly popular. Much of the information was contained in documents prepared by Federal agencies such as the Women's Bureau and the Internal Revenue Service. Other sources of information were magazines and professional journals. Libraries used in obtaining information were the Winthrop College Library, the South Carolina State Library, the University of South Carolina Library and the Richland County Library.

B. On-Site Visits

On-site visits were made to examples of employer sponsored child care (ESCC) models that are most prevalent among businesses and industries today. The programs visited were: 1) on-site centers at Presbyterian Hospital in Charlotte, North Carolina, Abt Associates in Cambridge, Massachusetts, PCA International in Matthews, North Carolina, Neuville Mobil-Sox in Hildebran, North Carolina, Spartanburg General Hospital in Spartanburg, South Carolina and the U.S. Department of Labor in Washington, D.C.; 2) off-site consortium centers including Broadcaster's Child Development Center in Washington, D.C. (funded by local radio and

television corporations) and the Northside Child Development Center in Minneapolis, Minnesota (funded by a group of local industries including Control Data Corporation, the Pillsbury Company, and the Northern States Power Company); 3) the vendor and voucher program at the Polaroid Corporation in Cambridge, Massachusetts; 4) the sick-child care program run by Child Care Services, Inc. in Minneapolis (funded through local business and industry contributions); and 5) the information and referral program at Honeywell Corporation in Minneapolis, Minnesota. Descriptions of each program are outlined in Appendix E.

C. Preliminary Marketing Activities

A four month project extension granted by the Appalachian Regional Commission provided time to begin developing strategies to market the program, Child Care and Company, in South Carolina. Initial contacts have been made with State agencies such as the Development Board and with State leaders of the Chamber of Commerce, the Textile Association, and business and industry liaisons from the Governor's Office. Contacts with these organizations are designed to provide access to private businesses and industries.

Specific plans for providing technical assistance to employers interested in sponsoring a child care benefit program are being developed. These plans will be used during the implementation of a technical assistance project which is being funded by the Appalachian Regional Commission.

The technical assistance project will involve dissemination of the marketing package and technical assistance to employers who are investigating the possibility of sponsoring a child care benefit. A mailing list of employers in the Appalachian counties has been developed. This list will serve as a resource for the marketing program.

III. FINDINGS

A. Survey

Employers were initially contacted by letter in early November 1981. Work to solicit employer participation continued through the end of December. Many employers were unable to participate because of holidays, lay-offs, and year-end inventories that were taking place at the same time. This was especially true in the private sector. Had the survey been conducted at a different time, the private sector may have been more willing to participate. The final analysis revealed that 56 percent of the sample represented the public sector and 44 percent represented the private sector. However, of the individual employers responding, 69.5 percent were from the public sector while 30.5 percent were from the private sector, which is very close to the ideal sample since the proportion of public to private employment in South Carolina is 75 percent to 25 percent.

The majority of the respondents (77%) were white, 23 percent were black and other races; 32 percent of the respondents were women with no children, 23 percent were women with any children under six and 31 percent had children all of whom were 6 to 18 years of age. The remaining 14 percent were women with all children over 18 years of age. Over half the respondents (53%) had family incomes in excess of \$20,000 per year, but 11 percent of the sample lived in households earning less than \$10,000 per year. Thirteen percent of the respondents with preschool children were single-parents, and 25 percent of this group were in households

earning less than \$10,000 per year.

Nearly all the respondents indicated plans to continue working over the next five years. Ninety-five percent of the women with no children and 96 percent of the women with preschool children indicated such plans. Approximately 45 percent of the women with children under 6 use day care centers as their primary source of supplemental child care. Twenty-five percent use child care in their own or someone else's home.

As indicated in data presented in Appendix B, a majority of women included in the survey responded that there is a need for child care at the work place. Many of the respondents included comments on the returned questionnaires (Appendix B). A number of the respondents commented that there was a need for additional employer support for working women. A majority of the comments indicated a preference for not working while children are young, but concluded that the economy made staying home an impossibility. Fifty-four percent of the working women who responded had dependent children living in the home. The number is an indication of the need for some means of caring for children while parents work. Survey findings also suggest that women in the labor force have no plans for quitting their jobs; the need for child care can, therefore, be expected to extend into the future. In this survey, more respondents had school-age children (31%) than preschool children (23%). This information suggests the type of child care services needed; however, any employer interested in starting a program would need to look at his or her own particular employee needs. The survey provided basically the demographic characteristics of working women in South Carolina. Studies

of individual work places or communities may vary.

More information is needed on the child care needs and attitudes of working women. Future studies could determine how satisfied these women are with current child care systems. It would also be helpful to know what parents want in a day care program and what type of care they prefer. Additional research could also determine what employee benefits are valuable to working parents. This information would be useful to employers considering offering optional benefit programs. Community or regional surveys may be more valuable for pinpointing needs for different parts of the State or for different types of employers.

B. Literature Review

Major points included in the literature were the background and social trends that have affected the ESCC movement, the models that are in existence today, the benefits to employers, employees, and society, tax incentives for employers, strategies for involving employers in child care and currently operating programs. The following is a synopsis of the literature, a bibliography is provided for a more detailed review (Appendix F).

The increase in the need for more child care alternatives today has resulted from a number of changes that have been occurring in our society. Among these are the increased number of working women; the increased number of single-parent families; the changing roles of men and women; federal requirements for business and industry to recruit more women and minorities; and the mobility of today's families. The available

literature indicates that, regardless of the societal forces behind the ESCC movement, the care of children outside the home will continue to be a growing concern.

The most significant factor in the need for child care alternatives appears to be the increasing numbers of working women. The female labor force is rapidly increasing and by 1990 labor participation by women is expected to equal that of men (Appendix G). Concurrent with this increase has been a steady decline in the number of preschool children. The decline, however, appears to be reversing as the "baby boom" children born in the late 1950's have reached child bearing age. Some experts predict an increase in the population of preschool children in the late 1980's (Census Bureau, 1978). Census data reveals that 45 percent of all women with preschool children were working in 1979. Based on past figures, that number appears to be increasing about one or two percent annually.

The combination of the increasing numbers of working women and the expected increase in preschool children will cause a greater need for child care services in the future. Concurrently, the increase in the federal minimum wage, social security taxes, and stricter standards, along with the increased demand and limited supply could put the cost of child care higher than parents could afford to pay.

Whether or not all of these projections will be realized, it seems apparent that children will be spending more time outside the home in years to come and alternate child care arrangements need to be developed to meet this need. Such trends have implications for business and industry

which will continue to rely on the labor force participation by mothers.

Many employers are facing the realization that present and future employees are also likely to be parents. These employers have also recognized the link between child care and family problems and performance at the work place. Although the trend is not yet overwhelming, many employers have developed programs to help employees with their child care needs.

Employer sponsored child care programs can be classified into seven models (Appendix H). These models are: 1) on-site child care center model; 2) off-site consortium sponsored center; 3) a vendor program; 4) voucher program; 5) sick-child care model; 6) information and referral model; and 7) school-age child care.

All employers who offer a child care program report a positive effect on their businesses. The most frequently reported benefits are reduced absenteeism and tardiness, lower rate of turnover and a decrease in training costs, increased productivity and improved employee morale. Many also report a positive effect on community image and public relations. Employers say that employees who are comfortable with their child care arrangements are better able to concentrate on their work and are more productive. The cost savings associated with these benefits help make the programs cost effective.

Employees who receive child care benefits are assured of reliable, good quality and affordable child care. They can concentrate on their jobs and become effective employees because they are not concerned about

child care. If child care is available at the worksite, parents are able to keep in touch with their children throughout the work day. This can be a valuable benefit when parent and child are separated for an average eight hour work day. With on-site care available, mothers are able to return from maternity leave quicker without being concerned about leaving their infants for long periods.

As public funding for child care is reduced, the government has taken steps to make industry's involvement in child care more attractive. The Internal Revenue Service has amended the tax codes to provide incentives for employer sponsored child care (Appendix C). Employers are allowed to depreciate or amortize any capital expenses associated with the development of a child care program. Costs associated with the operation of a child care program, and any subsidies for child care can be deducted from federal income tax as a regular business expense.

Employers interested in sponsoring a child care benefit are encouraged to do a thorough employee needs assessment and make careful plans based on employee needs, employer and community resources, and the needs of the business. A study by Katharine S. Perry found that a major reason for program failure was inadequate planning on the part of employers. The decision to start a child care benefit program and the choice of an appropriate model can only be determined by studying each employer individually.

As the employer sponsored child care concept gains in popularity, there is an increase in the literature generated on the topic. The majority

of publications now available cover the major points listed in this synopsis. There is a need for some concrete evaluations of existing programs in order to provide material that will more specifically demonstrate the benefits of employer sponsored child care.

C. On Site Visits to Existing Programs

On-site visits were made to programs representing the seven major models of employer sponsored child care. These models were the company sponsored child care center, the center sponsored by a consortium of employers, the vendor and voucher models, the sick child care model, and the information and referral program. Many of the centers also offered care for school age children. These programs are different in design and have different reasons for their existence (Appendix E). Some programs, like Playworld Child Development Center at Neuville Mobil-Sox in North Carolina were established to prevent or alleviate problems caused by the lack of adequate child care. In these cases, the child care benefit program was designed to reduce absenteeism, tardiness, turnover and inadequate productivity caused by child care problems. In other cases, such as the Northside Child Development Center in Minneapolis and the Polaroid program in Boston, the programs were initiated by employers who were responding to a social need (Appendix E).

The most frequently mentioned problem with a child care benefit program is cost. This is particularly true with those programs that involve owning and operating a child care center. Most employers report, however, that the cost of a child care benefit is much lower than the cost of other employee benefits and that the advantages gained from sponsoring such a program can repay the cost. Some employers reported that their

programs had been criticized for being inequitable. Some employees indicated that the company should not offer a benefit that was not used by everyone. Overall, this type of negative reaction has been on a very small scale.

The most frequently noted similarity between programs is their desire to offer or endorse good quality child care. The on-site and consortium centers met or exceeded the minimum licensing requirements for their state. Employers offering a vendor or voucher program usually paid subsidies only to licensed operators. Information and referral programs listed licensed centers and family day care homes.

All of the employer sponsored programs had support from company management. Many program operators felt that their program could not be a success without this support. Employee support is also an important factor in the success of a program. This is especially true for company operated centers. A study by Katherine Senn Perry indicated lack of employee support as a major reason for the closing of some child care programs.

Specific details of the programs visited can be found in Appendix E. Many of the programs differ in their operations, their reasons for existing, and the type of businesses that sponsor them. All of the programs have definite benefits for the employer, employee, and the children they serve.

D. Project Extension

As a result of a four month project extension, Winthrop College has applied for and received a technical assistance grant. The grant will fund a promotional campaign to make the concept of employer-sponsored child

care better known in the State. The program will also provide technical assistance to employers interested in starting programs for their employees.

In order to be prepared to begin the new project, Winthrop College used the present grant extension to develop materials and contact employers in the ARC counties of South Carolina. A mailing list of employers in this region has been developed. Presentations of the slide/tape show, Child Care and Company, are being made to interested groups. These presentations have been made to the State Development Board, local Chambers of Commerce, government agencies, and library groups. The intention is to increase public awareness of Child Care and Company and the concept of employer sponsored child care.

Winthrop College

Rock Hill, South Carolina 29733

APPENDIX

A

School of Consumer Science
and Allied Professions
Telephone 803-323-2101

We need your help. Specifically, we would like you to complete the enclosed stamped, self-addressed post-card and return it to us by December 18, 1981. We would also like you to help by making our survey questionnaires available to your female employees.

The Winthrop College School of Consumer Science and Allied Professions, under contract to the state of South Carolina, is conducting a survey of working women in South Carolina and your place of business has been selected to participate. After receiving your response on the enclosed card, we will send you the appropriate number of survey questionnaires and ask you to encourage your female employees to participate.

The purpose of this study is to determine the attitudes and needs of working women in South Carolina in the area of child care during working hours. It is our understanding that this is the first study of this kind to be done in South Carolina. As an employer, you can perform a valuable community service by encouraging your female employees to participate.

Enclosed you will find a copy of the packet that each of your female employees will receive. Each response will be confidential and used only for the purpose of research. A self-addressed, stamped envelope will be enclosed for survey returns. The cooperation of you and your employees is essential to the success of this study.

Thank you in advance for your help and we will look forward to receiving your reply by December 18, 1981. In the meantime, if you have any questions or comments concerning our project, please feel free to contact us at any time.

Sincerely,

Joyce H. Veale
Project Director

Debbie Paskoff
Research Assistant

Name of Business: _____

Contact Person: _____

Address: _____

City: _____ State: _____ Zip: _____

____ Yes, we will participate in the Winthrop College survey
of working women in South Carolina. There are _____
(number) female employees located at our company.

____ No, we will not participate in the Winthrop College survey
of working women in South Carolina. Reason: _____

Winthrop College

Rock Hill, South Carolina 29733

School of Consumer Science
and Allied Professions
Telephone 803-323-2101

Dear Friends:

There are more working women in South Carolina today than ever before. It is for this reason that Winthrop College and the Governor's Office of Children's Affairs are joining together to ask women across the state their feelings about managing work and parenthood. You can tell us your feelings by filling out one of the enclosed colored sheets. Please note that you need not put your name on any of the pages.

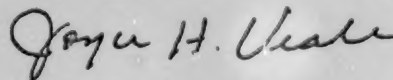
Please read the General Instructions to decide which colored sheet you should fill out. No one will fill out more than one sheet.

GENERAL INSTRUCTIONS:

- Please fill out the green sheet IF you are a woman with any children under six years of age (even if the child/children do not live with you)
- Please fill out the yellow sheet IF you are a woman with no children
- Please fill out the blue sheet IF you are a woman with all children over six years of age (even if the child/children do not live with you)
- After filling out the colored sheet you should complete, please place it in the stamped envelope we have provided for you and put it in a mail box.

Thank you for your help. The information will be very important to the state.

Sincerely,



Joyce H. Veale
Project Director

For Women With Any Children Under Six

1. How many hours per week do you work? ☐ 35 hours or less ☐ more than 35 hours
2. Do you plan to work over the next 5 years? ☐ Yes ☐ No.
3. What is your current age? _____
4. Are you: ☐ White ☐ Black ☐ Other.
5. What is your current marital status?
☐ Single ☐ Married ☐ Widowed ☐ Separated ☐ Divorced
6. What is the highest grade of school you have completed?
☐ Grades 1-8 ☐ Some technical training after high school graduation
☐ Some high school ☐ Some college
☐ High School Graduate ☐ College graduate (☐ BS/BA ☐ MA/MS ☐ Ph.D.)
7. Are you currently in school? ☐ Yes (parttime ☐ fulltime ☐) ☐ No.
 Do you want to get more education in the near future? ☐ Yes ☐ No ☐ Undecided
8. Does any other person help provide money to support your household?
☐ Yes ☐ No.
 If yes, is that person currently employed now? ☐ Yes ☐ No If yes, how many hours? ☐ 35 or less ☐ more than 35
 If yes, is that person living in your household? ☐ Yes ☐ No.
9. Are you employed by: ☐ private company ☐ government ☐ self-employed
10. What was your family income before taxes for 1980?
☐ Less than \$5,000 ☐ \$5,000-\$ 9,999 ☐ \$10,000-\$19,999 ☐ \$20,000 or over
11. How old were you when you had your first child? _____
12. How many children do you have under the age of six? _____
 a. How many do you have altogether? _____
 b. What are their ages? _____
13. Do you plan to have any more children? ☐ Yes ☐ No ☐ Undecided
 If yes, how many more would you like to have? _____
 If yes, how old do you think you will be when you have your next child? _____
14. Most people would rather keep their children at home, but if child care was available near your home, at your work place, or near your work place, which one would you choose? (Check only one):
☐ Near home ☐ At work ☐ Near work
15. If you could stay home with your children under six, would you?
☐ Yes ☐ No ☐ Undecided
16. Which type of care do you use for your children while you are at work?
☐ Own Home ☐ Relative's Home ☐ Day Care Center ☐ Other

For Women With No Children

1. How many hours per week do you work? ☐ 35 hours or less ☐ more than 35 hours
2. Do you plan to work over the next 5 years? ☐ Yes ☐ No.
3. What is your current age?
4. Are you: ☐ White ☐ Black ☐ Other.
5. What is your current marital status?
☐ Single ☐ Married ☐ Widowed ☐ Separated ☐ Divorced
6. What is the highest grade of school you have completed?
☐ Grades 1-8 ☐ Some technical training after high school graduation
☐ Some high school ☐ Some college
☐ High School Graduate ☐ College graduate (☐ BS/BA ☐ MA/MS ☐ Ph.D.)
7. Are you currently in school? ☐ Yes (parttime ☐ fulltime ☐) ☐ No.
Do you want to get more education in the near future? ☐ Yes ☐ No ☐ Undecided
8. Does any other person help provide money to support your household?
☐ Yes ☐ No.
If yes, is that person currently employed now? ☐ Yes ☐ No If yes, how many hours? ☐ 35 or less ☐ more than 35
If yes, is that person living in your household? ☐ Yes ☐ No.
9. Are you employed by: ☐ private company ☐ government ☐ self-employed
10. What was your family income before taxes for 1980?
☐ Less than \$5,000 ☐ \$5,000-\$ 9,999 ☐ \$10,000-\$19,999 ☐ \$20,000 or over
11. Do you want to have any children in the near future? ☐ Yes ☐ No ☐ Undecided
If yes, how many children do you think you would want to have?
If yes, how old do you think you will be when you have your first child?
12. Have you put off having children because you wanted or had to work? ☐ Yes ☐ No.
13. If you decide to have a child, would you work:
☐ before your child reaches 3 years of age
☐ when your child is 3 years of age or older

For Women With All Children Over Six

1. How many hours per week do you work? ☐ 35 hours or less ☐ more than 35 hours
2. Do you plan to work over the next 5 years? ☐ Yes ☐ No.
3. What is your current age?
4. Are you: ☐ White ☐ Black ☐ Other.
5. What is your current marital status?
☐ Single ☐ Married ☐ Widowed ☐ Separated ☐ Divorced
6. What is the highest grade of school you have completed?
☐ Grades 1-8 ☐ Some technical training after high school graduation
☐ Some high school ☐ Some college
☐ High School Graduate ☐ College graduate (☐ BS/BA ☐ MA/MS ☐ Ph.D.)
7. Are you currently in school? ☐ Yes (parttime ☐ fulltime ☐) ☐ No.
Do you want to get more education in the near future? ☐ Yes ☐ No ☐ Undecided
8. Does any other person help provide money to support your household?
☐ Yes ☐ No.
If yes, is that person currently employed now? ☐ Yes ☐ No If yes, how many hours? ☐ 35 or less ☐ more than 35
If yes, is that person living in your household? ☐ Yes ☐ No.
9. Are you employed by: ☐ private company ☐ government ☐ self-employed
10. What was your family income before taxes for 1980?
☐ Less than \$5,000 ☐ \$5,000-\$ 9,999 ☐ \$10,000-\$19,999 ☐ \$20,000 or over
11. How many children do you have under the age of 18?
a. What are their ages?
12. How old were you when you had your first child?
13. Do you plan to have any more children? ☐ Yes ☐ No ☐ Undecided
If yes, how many more would you like to have?
If yes, how old do you think you will be when you have your next child?
14. Were you employed when your youngest child was: ☐ under 3 years of age
☐ 3 years of age or older

APPENDIX

B

FINDINGS FROM THE APPALACHIAN REGIONAL
COMMISSION PROJECT (Industrial Day Care)*

C. Jack Tucker, Chair
Department of Sociology
Winthrop College

*Remarks presented at first Research Symposium, School of Consumer
Science and Allied Professions, Winthrop College. April 30, 1982.

Thank you. It is an honor to participate in this symposium and let me say that I have thoroughly enjoyed working with Joyce Veale, Debbie Paskoff, Gary Patterson and many others on this initial stage in what we are calling in the Department of Sociology the Industrial Day Care Project. Following the construction and administration of the questionnaire designed to obtain information on working mothers and single females who are potential mothers currently employed in South Carolina, my job was to take completed questionnaires, code the information provided by the respondents, enter the coded information into the computer, and then instruct the computer as to what we needed to see in the data. In this conjunction I am indebted to Zeta Sistare, the Sociology secretary, several student assistants, and personnel in Winthrop's academic computing center. Indeed, once the completed questionnaires started coming in we were literally up to our ears in questionnaires and it seemed as if they would never stop coming. Altogether, we received about 7,300 and if you count all the separate responses on each questionnaire we processed almost 250,000 pieces of information in about a two month period.

In the limited amount of time which I have I obviously could not go into all the minute findings of the project. Also, we are just now beginning to get good cross-tabulations. Furthermore, I am a demographer and statistician and cannot with any authority speak as to the child development implications of the data. Joyce will, after wading through many computer printouts, arrive at the most relevant conclusions pertaining to the project. I will though, address some of the demographic and sociological dimensions of the project data to the extent that it has been processed.

The sample of working females which we obtained is not in any way a random sample of working females in South Carolina. Because of the way in which respondents were selected, strictly self-employed females are not included in our data. On the whole though, I'm not sure that their exclusion is really important because self-employed persons ordinarily have flexible work schedules and I would suspect that child-bearing and child-care are less problematic for this group than for the wage-earners who make up virtually our entire sample. As I mentioned, we are dealing with a sample of some 7,300 wage-earning females and the sample represents a full one percent of the female labor force in the state. While on the surface this percentage may appear to be small, from the standpoint of large scale survey sampling it is large and I think I can safely say that our sample is fairly representative of female wage-earners in the state. The sample is weighed heavily in the direction of state, county, and municipal employment, 56 percent of our sample workers so employed. Twenty-three percent consisted of blacks and other races and the median age of our females was about 33.5 (33.6 years old). We originally recognized three classes of childbearing status: women who had no children who represented 32 percent of the respondents; women only with children under 6: 23 percent; women all of whose children were over 6 constituting the remainder (45 percent). We had some questionnaire problems with the latter group however, because a portion of this group actually didn't have any children who were under the age of 18. Actually, those with children 6-18 years old made up 31 percent of the sample.

Other background statistics for the sample center on income, marital status, and other means of financial support for the respondent's household. Fifty three percent of the respondents were in households earning in excess of \$20,000 meaning that median family income was slightly above that figure annually but 11 percent were in households earning less than \$10,000 per year--households for whom day-care needs are extremely important. In the sample a substantial portion, (13 percent) of women with children in pre-school ages were divorced, separated, or widowed and fully 25 percent of these nonmarried women were in households earning less than \$10,000; regardless of whether the worker had other means of support such as alimony, child support, etc.

Independent of marital status, virtually all women plan to continue working over the next five years. Ninety-five percent of women with no children indicated such plans and even of women with preschool age children, 96 percent indicated that they would be working over the ensuing five years. Women with children in the pre-school years use day care centers overwhelmingly for the care of their children while working. Almost half (45 percent) of the mothers have their young children placed in such centers and more than one-fourth send their children to relative's homes or else have someone else keep their children at the mother's place of residence--in all likelihood a relative. This pattern prevails for both blacks and whites.

In closing, let me say that our statistics are preliminary but when we really get into the data, I expect to find other important patterns relevant to what will be going on in the remainder of the project. Now that Joyce is getting data I anticipate that many other questions will be forthcoming which my department and staff will tackle.

Question Analyzed:

"Where would you prefer to keep your children while you work?"

This question was asked of the respondents in the category "working women with any children under the age of six." As indicated by the statistics below, the women in the sample showed a preference for child care at work.*

<u>Type of Care Preferred</u>	<u>Number</u>	<u>Percent</u>
Near Home	612	37%
At Work	639	39%*
Near Work	365	22%
Other	19	1%
Total	1635	100%

Using age as a variable, we found that working mothers under the age of 24 years prefer to keep their children near home (43%) rather than at work (32%). Of the respondents in this category, 25% prefer to keep their children near work. Women between the ages of 25 and 44 years show a preference for at work care. Specifically, women in this group ranked at work care as their first choice (40%), near home care as their second choice (37%), near work care as third choice (22%) and only 1% of the mothers in this age category chose some other form of care. Only seven women between the ages of 45 and 54 years had children under the age of six. These women showed an equal preference for child care near their homes (43%) and at work (43%). Only one of the respondents in this category (14%) chose some other undefined means of child care. This information is based on the table below.

CHILD CARE PREFERENCE BY AGE

<u>Type of Care Preferred</u>	<u>Age</u> <u>Below 24</u>	<u>25-44</u>	<u>45-54</u>	<u>No Answer</u>	<u>Total</u>
Near Home	43% (85)	37% (519)	43% (3)	46% (5)	38%* (612)
At Work	32% (63)	40% (568)	43% (3)	46% (5)	39%* (639)
Near Work	25% (50)	22% (314)	0% (0)	9% (1)	22%* (365)
Other	0% (0)	1% (18)	14% (1)	0% (0)	1%* (19)
Column Percentage	12% (198)	87% (1419)	.5% (7)	.5% (11)	100% (1635)
Row Percentage*					

Using race as a variable, we find that Black and White women prefer "at work" child care. Respondents who fit into the race category "Other" preferred child care that was located near home. The table below illustrates the child care location preferences of the respondents by race.

CHILD CARE PREFERENCE BY RACE

<u>Type of Care Preferred</u>	<u>Race White</u>	<u>Black</u>	<u>Other</u>	<u>No Answer</u>	<u>Total</u>
Near Home	39% (419)	35% (172)	39% (20)	13% (1)	37%* (612)
At Work	40% (432)	38% (188)	29% (15)	50% (4)	39%* (639)
Near Work	21% (224)	25% (125)	28% (14)	25% (2)	22%* (365)
Other	1% (9)	1% (7)	4% (2)	13% (1)	1%* (19)
Column Percentage	66% (1084)	30% (492)	3% (51)	.5% (3)	100% (1635)

Row Percentage*

Using marital status as a variable, we found that single and married mothers of children under six preferred at work care, while the widowed, separated, and divorced mothers preferred child care near their homes. The following table illustrates these trends.

CHILD CARE PREFERENCE BY MARITAL STATUS

<u>Type of Care Preferred</u>	<u>Marital Status</u>						<u>No Answer</u>	<u>Total</u>
	<u>Single</u>	<u>Married</u>	<u>Widow</u>	<u>Separate</u>	<u>Divorce</u>	<u>Other</u>		
Near Home	29% (24)	37% (490)	47% (17)	45% (35)	44% (46%)	0% (0)	0% (0)	37%* (612)
At Work	41% (34)	40% (529)	33% (12)	35% (27)	33% (35)	50% (1)	100% (1)	39%* (639)
Near Work	29% (24)	22% (298)	19% (7)	19% (15)	20% (21)	0% (0)	0% (0)	22%* (365)
Other	1% (1)	1% (13)	0% (0)	1% (1)	3% (3)	50% (1)	0% (0)	1%* (19)
Column Percentage	5% (83)	81% (1330)	2% (36)	5% (78)	6% (105)	.1% (2)	.1% (1)	100% (1635)

Row Percentage*

Using educational status as a variable, we find that, with one exception, women below the college level prefer a child care arrangement that is near home. The exception to this trend is the group of respondents that received some high school training. These women indicated a preference for child care at the workplace. Women with some college up to the Ph.D. level chose child care at work as their preference. The respondents who had earned Ph.D.'s expressed an equal liking for child care near the workplace. The table below illustrates this information.

CHILD CARE PREFERENCE BY EDUCATIONAL STATUS

<u>Type of Care Preferred</u>	<u>Educational Status</u>								<u>No Ans</u>	<u>Total</u>
	<u>Grades 1-8</u>	<u>Some HS</u>	<u>HS Grad</u>	<u>Tech. School</u>	<u>Some College</u>	<u>BS/BA</u>	<u>MS/MA</u>	<u>PHD</u>		
Near Home	100% (2)	33% (5)	45% (223)	37% (113)	35% (136)	32% (79)	32% (51)	13% (1)	0% (0)	38%* (610)
At Work	0% (0)	40% (6)	35% (173)	35% (107)	40% (154)	47% (116)	47% (74)	38% (3)	67% (2)	39%* (635)
Near Work	0% (0)	27% (4)	21% (103)	26% (79)	24% (92)	21% (52)	18% (28)	38% (3)	33% (1)	22%* (362)
Other	0% (0)	0% (0)	.5% (2)	2% (5)	1% (4)	.5% (1)	4% (6)	13% (1)	0% (0)	1%* (19)
Column Percentage	.1% (2)	1% (15)	31% (501)	19% (304)	24% (386)	15% (248)	10% (159)	.5% (8)	.2% (3)	100% (1626)

Row Percentage*

Using income as a variable, the survey shows that respondents with a family income of \$20,000 per year and above prefer child care in the workplace. Women in the lower income brackets prefer care near the home. The table below illustrates this information.

CHILD CARE PREFERENCE BY INCOME

<u>Type of Care Preferred</u>	<u>Income -5,000</u>	<u>5,000-9,999</u>	<u>10,000-19,999</u>	<u>20,000+</u>	<u>Other</u>	<u>No Answer</u>	<u>Total</u>
Near Home	39% (9)	40% (62)	39% (183)	36% (344)	100% (2)	48% (12)	37%* (612)
At Work	39% (9)	31% (49)	37% (171)	63% (401)	0% (0)	36% (9)	39%* (639)
Near Work	22% (5)	26% (40)	23% (108)	22% (208)	0% (0)	16% (4)	22%* (365)
Other	0% (0)	4% (6)	1% (4)	1% (9)	0% (0)	0% (0)	1%* (19)
Column Percentage	1% (23)	10% (157)	29% (466)	59% (962)	.1% (2)	2% (25)	100% (1635)

Row Percentage *

Question Analyzed:

"Where do you leave your children while you work?"

This question was asked of the respondents in the category "working women with any children under the age of six." As indicated in the table below, the majority of women in this sample use day care centers. The next most frequently used types of care are "other" and a relative's home. Because of the composition of the remaining categories, we can conclude that the respondents who specified "other" probably use family day care homes. A small percentage of the respondents have their children kept in their own homes, and the remaining women used some combination of two or more types of care. The table below illustrates these figures.

TYPE OF CHILD CARE USED

<u>Type of Child Care Used</u>	<u>Number</u>	<u>Percent</u>
Own Home	145	9%
Relative's Home	342	21%
Day Care Center	741	45%
Other	344	21%
Own & Relative	5	.3%
Own & Day Care	7	.4%
Relative & Day Care	30	2%
Other Combinations	26	2%
No Answer	4	.2%
Total	1644	100%

Using age as a variable, we found that working mothers under 20 years of age most frequently responded in the "other" category. Women between the ages of 20 and 44 years use day care centers more than any other form of child care. Of the women in the 45 to 54 year age group, those who responded used relative's home and "other" with the same frequency. The following table illustrates this data.

TYPE OF CHILD CARE USED BY AGE

Type of Child Care Used	Under 20	20-24	25-29	30-34	35-44	45-54	No Answer	Total
Own Home	0% (0)	6% (12)	7% (40)	10% (65)	13% (26)	13% (1)	8% (1)	9%* (145)
Relative's Home	25% (1)	34% (66)	23% (134)	16% (103)	16% (32)	25% (2)	33% (4)	21%* (342)
Day Care Center	25% (1)	39% (75)	46% (271)	48% (304)	43% (86)	0% (0)	33% (4)	45%* (741)
Other	50% (2)	18% (35)	20% (121)	21% (131)	26% (51)	25% (2)	17% (2)	21%* (344)
Own & Relative	0% (0)	0% (0)	.5% (2)	.5% (3)	0% (0)	0% (0)	0% (0)	.5%* (5)
Own & Day Care	0% (0)	0% (0)	0% (0)	1% (5)	.5% (1)	13% (1)	0% (0)	.5%* (7)
Relative & Day Care	0% (0)	2% (3)	2% (13)	2% (11)	1% (2)	0% (0)	8% (1)	2%* (30)
Other Combinations	0% (0)	2% (4)	2% (10)	2% (10)	1% (2)	0% (0)	0% (0)	2%* (26)
No Answer	0% (0)	0% (0)	.5% (1)	.5% (1)	0% (0)	25% (2)	0% (0)	.5%* (4)
Column Percentage	.5% (4)	12% (195)	36% (592)	39% (633)	12% (200)	.5% (8)	1% (12)	100% (1644)

Row Percentage*

The survey showed that race is not a factor in the type of child care used by working women with preschool age children. The respondents of all races use day care centers more than any other form of child care. The following table illustrates this.

TYPE OF CHILD CARE USED BY RACE

<u>Type of Child Care Used</u>	<u>White</u>	<u>Black</u>	<u>Other</u>	<u>No Answer</u>	<u>Total</u>
Own Home	9% (103)	8% (38)	8% (4)	0% (0)	9%* (145)
Relative's Home	17% (181)	30% (148)	24% (12)	13% (1)	21%* (342)
Day Care Center	47% (513)	41% (204)	37% (19)	63% (5)	45%* (741)
Other	23% (250)	17% (84)	18% (9)	13% (1)	21%* (344)
Own & Relative	.5% (3)	.5% (1)	2% (1)	0% (0)	.5%* (5)
Own & Day Care	.5% (4)	1% (3)	0% (0)	0% (0)	.5%* (7)
Relative & Day Care	2% (17)	2% (10)	6% (3)	0% (0)	2%* (30)
Other Combinations	2% (17)	1% (5)	6% (3)	13% (1)	2%* (20)
No Answer	.5% (3)	.5% (1)	0% (0)	0% (0)	.5%* (4)
Column Percentage	67% (1091)	30% (494)	3% (51)	.5% (8)	100% (1644)
Row Percentage*					

Marital status does not appear to play an important role in the type of child care used. The majority of women in all categories use day care centers more than any other form of child care. The following table gives further information on child care use by marital status.

TYPE OF CHILD CARE USED BY MARITAL STATUS

Type of Child Care Used	Single	Married	Widow	Separate	Divorce	Other	No Answer	Total
Own Home	13% (11)	9% (115)	11% (4)	6% (5)	9% (9)	0% (0)	100% (1)	9%* (145)
Relative's Home	29% (24)	20% (271)	24% (9)	26% (20)	17% (18)	0% (0)	0% (0)	21%* (342)
Day Care Center	32% (27)	45% (607)	43% (16)	46% (36)	51% (54)	50% (1)	0% (0)	45%* (741)
Other	20% (17)	21% (285)	16% (6)	18% (14)	20% (21)	50% (1)	0% (0)	21%* (344)
Own & Relative	0% (0)	.5% (5)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	.5%* (5)
Own & Day Care	0% (0)	.5% (7)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	.5%* (7)
Relatives & Day Care	4% (3)	2% (24)	3% (1)	1% (1)	1% (1)	0% (0)	0% (0)	2%* (30)
Other Combinations	3% (2)	1% (19)	0% (0)	3% (2)	3% (3)	0% (0)	0% (0)	2%* (26)
No Answer	0% (0)	.5% (3)	3% (1)	0% (0)	0% (0)	0% (0)	0% (0)	.5%* (4)
Column Percentage	5% (84)	81% (1336)	2% (37)	5% (78)	6% (106)	.5% (2)	.5% (1)	100% (1644)

Row Percentage *

The survey shows that respondents with an education level below that of a high school graduate use at home and relative's home care more than any other type. Respondents who are high school graduates through the Ph.D. level use day care centers as their main form of child care. Refer to the following table for further details.

TYPE OF CHILD CARE USED BY EDUCATIONAL LEVEL

Type of Child Care Used	Grades 1 - 8	Some HS	HS Grad	Tech School	Some College	BS/BA	MS/MA	PHD	No Answer	Total
Own Home	50% (1)	27% (4)	6% (31)	5% (16)	11% (41)	9% (23)	18% (28)	0% (0)	0% (0)	9% (144)
Relative's Home	50% (1)	33% (5)	27% (137)	24% (72)	17% (67)	17% (43)	9% (15)	0% (0)	25% (1)	21%* (341)
Day Care Center	0% (0)	27% (4)	44% (222)	45% (136)	45% (174)	50% (125)	43% (69)	75% (6)	25% (1)	45%* (737)
Other	0% (0)	13% (2)	18% (93)	22% (67)	24% (93)	18% (45)	25% (39)	25% (2)	25% (1)	21%* (342)
Own & Relative	0% (0)	0% (0)	.5% (1)	0% (0)	.5% (1)	1% (3)	0% (0)	0% (0)	0% (0)	.5%* (5)
Own & Day Care	0% (0)	0% (0)	.5% (1)	.5% (1)	.5% (1)	.5% (1)	2% (3)	0% (0)	0% (0)	.5%* (7)
Relative's & Day Care	0% (0)	0% (0)	2% (10)	3% (8)	2% (7)	.2% (4)	1% (1)	0% (0)	0% (0)	2%* (30)
Other Combinations	0% (0)	0% (0)	2% (10)	1% (3)	2% (6)	2% (4)	1% (1)	0% (0)	25% (1)	2%* (25)
No Answer	0% (0)	0% (0)	.5% (1)	0% (0)	0% (0)	0% (0)	2% (3)	0% (0)	0% (0)	.5%* (4)
Column Percentage	.5% (2)	1% (15)	31% (506)	19% (303)	24% (390)	15% (248)	10% (159)	.5% (8)	.5% (4)	100% (1635)

Row Percentage *

The survey indicates that income level does not determine child care arrangements for working mothers. The table below shows that all income levels use day care centers as the predominant source of child care.

TYPE OF CHILD CARE USED BY INCOME

<u>Type of Child Care Used</u>	<u>5,000 or less</u>	<u>5,000- 9,999</u>	<u>10,000- 19,999</u>	<u>20,000 or more</u>	<u>Other</u>	<u>No Answer</u>	<u>Total</u>
Own Home	22% (5)	6% (10)	8% (35)	9% (91)	0% (0)	15% (4)	9%* (145)
Relative's Home	22% (5)	30% (48)	26% (123)	17% (160)	0% (0)	23% (6)	21%* (342)
Day Care Center	35% (8)	42% (67)	43% (200)	47% (455)	50% (1)	39% (10)	45%* (741)
Other	13% (3)	17% (26)	21% (96)	22% (215)	0% (0)	15% (4)	21%* (344)
Own & Relative's	0% (0)	1% (1)	.5% (1)	.5% (3)	0% (0)	0% (0)	.5%* (5)
Own & Day Care	0% (0)	0% (0)	.5% (1)	1% (6)	0% (0)	0% (0)	.5%* (7)
Relative's & Day Care	9% (2)	1% (2)	1% (4)	2% (20)	50% (1)	4% (1)	2%* (30)
Other Combin- ations	0% (0)	2% (3)	2% (8)	1% (14)	0% (0)	4% (1)	2%* (26)
No Answer	0% (0)	1% (1)	.5% (1)	.5% (2)	0% (0)	0% (0)	.5%* (4)
Column Percentage	1% (23)	10% (158)	29% (469)	59% (966)	.5% (2)	2% (26)	100% (1644)
Row Percentage*							

COMMENTS FROM SURVEY RESPONDENTS

Women With No Children

Age 30, white, married, some college, State government, husband full-time student

"Even when my husband graduates and begins working full-time, it is uncertain if I could stop work long enough to have a child (from an economic standpoint)"

Age 22, white, married, HS Grad, government

"I would like to quit work until the child starts school, but I'd have to see what the economy situation is when I have a baby"

Age 24, white, single, Associate degree, government

"Would rather wait but due to the economy, will probably have to return to work before the child is 3"

Age 30, white, separated, BS, private company

"I plan to work until my first child is born (which will be within the next five years). I do not plan to work for a while after that."

Age 27, white, single, technical degree, government

"If I had to work before the child is of school age, I would prefer a part-time or free-lance job that would leave the majority of my time free for the child. I sincerely believe the problems with today's children (discipline, morals, etc.) are due, in large part, to the fact that they are being reared by babysitters or in day care centers where they don't receive the individualized attention and guidance needed in their formative years. This is the parents' job."

Age 33, white, married, college grad, government

"I believe the issue of working women -combining career and parenthood- is a very important issue. Employers need to recognize the impact of current social trends on families and develop more responsive personnel procedures to support family structure. Women are severely handicapped under most existing policies as are men who desire active involvement in the parenting of their children. Options such as flex-time, job-sharing, on-site day care, permanent part-time employment without loss of seniority, etc. should be considered."

Age 26, white, single, MA, government

"If I ever have a child, I will not work before the child reaches high-school unless it is economically necessary! Parenthood is neither a profession nor a free-ride. It is a necessary, respectable state of living. 9-5 surrogates don't answer the needs of children in this day and age."

Age 29, white, married, some college, government

"(I would work when my child is 3 years of age or older) but it depends on if we could survive comfortably without me working. I really wouldn't want to work with small child. Hubby and I feel that age group (under three) needs one of its parents at home more. We also realize it takes two incomes to survive nowadays, and it might be necessary for both of us to continue with our jobs. Personally, I feel a day care in the office building where I work is needed! It would alleviate certain problems for working mothers."

Age 25, white, married, some college, government

"I would not work until my child was in school if at all possible, and I would only work part-time or a job that gets out at maybe 3:00 then. Mothers desperately need to be at home with their children - it makes a big difference in children, I believe. (So, if there is any way my husband and I could make it, I would not work!)

Women With Any Children Under Six

Age 33, white, married, BS, government

"I take both my children (3½ years and 2 months) to a private home. The lady takes care of five children including my two."

Age 24, white, married, tech school, government

(Pregnant with first child, due March 1982) "(plan to keep child in) relative's home until child is one or two years old then I think its good to put them in a day care so they can be with other children and learn"

Age 32, white, married, BS/BA, government, child 18 months old

"Please note that I am not laboring under the delusion that I have a 'career' (despite what most people who do not work think). I get no personal satisfaction from my job and S.C. state government makes no effort to be even minimally supportive of working mothers. I work because my husband's income of \$14,000 per year is not enough for us to maintain a decent standard of living. My car is 6 years old, my clothes come from Sears and K-Mart and not often at that. I do not eat lunch out. My job promises little if any advancement and when my child is sick the State graciously allows me to take my vacation time to take him to the doctor or stay home if he's very ill. Since we have little money left to take vacations, it really doesn't matter much. I would like to have another child but can't afford child care for two. And, I can't support the one I have if I quit work. I would be much happier working if we worked on flex-time, had child care at work, were allowed a few personal leave days for child illness and weren't reminded constantly that women are unreliable workers because of their children."

Age 38, white married, some college, government, children 14, 12½, and 5

"I stayed home with the first two and felt strongly that I should. I now feel very comfortable not staying home because: 1) I have been able to find good day care for my son, and 2) My children are very bright and need the outside stimulation I was not able to provide at home, and 3) I feel compelled to provide the outside stimulation for myself, and 4) I have now developed career goals which I would not interrupt.

Age 28, black, married, some college, government, child 6 months

"In need of more low income rate nursery, also. Regular rates are certainly a cut to one's little salary. Non-working parents get good nursery service when they are at home doing no work."

Age 34, white, married, BS/BA, government, children 3 and 5

"Initially I returned to work after the children were born as income was needed, but I have realized that we all have profitted by my working. Our time together is more precious, and the 4 of us (children and husband) strive to maintain a close family, and one that is working together for a common goal. Certainly I have wanted to be home with them at times, but we've tried to be positive, and all has worked out fine. Children who's mothers work are not neglected but have responsible decisions made about their welfare."

Age 25, other, married, some college, private company, children 7, 6, and 3

"I like working! Need the income. I enjoy the idea of being a career woman and the satisfaction of being married, having a family - the best of both worlds."

Women With All Children Over Six

Age 45, white, married, high school grad, private company, child 16

"I recommend working to all women as long as their children have proper care and love"

Age 45, white, divorced, high school grad, government, no children under 18

"I do not believe that women should work until children are in school and only then if satisfactory child care can be arranged. I have heard in my profession too many children say they just wandered around in the afternoon due to no supervision. Times are hard but it can be done with sacrifice and putting children first before luxuries."

Age 33, white, married, high school grad, private company, child 7

"This was not the way I wanted things (working when child was under 3). I wanted two children and to stay home. Unfortunately my husband's job has never been secure enough for me to quit work. I can't see having more children for someone else to raise. It's not fair."

Age 38, white, separated, MA/MS, government, children 12, 11, 11

"What about child care for after school hours? (i.e. 2:30 - 5:30) The only viable option has been a door key and a reliable neighbor. Sometimes I've not had the neighbor."

Age 41, white, married, BS/BA, private company, children 16, 12, 8

"If given a chance I'd love to stay home and be a good wife and mother. It's all I've ever wanted. However, all my life I've been told - and so has all of society, including my husband - that a women should want a career. I have a wonderful career, and because of that, I don't have the time or energy to do what is the most important thing in life to me: be a successful wife and mother. The frustration in that makes this wonderful career a real burden - I don't even have time to enjoy the paychecks. I don't know what the State might think of this! This questionnaire sure was a disappointment! Just tell them that working doesn't work for me. Incidentally, I'm only going to be working part-time start-in January and my husband doesn't understand. He's sure we'll go to the poor house! I've been trying to please everyone else for too long."

Age 56, white, married, BS/BA, government, no children under 18

"Since finishing college at 21, have worked 31 of the 36 years - with 3 children. Finally all on their own - it can be done!"

Age 57, white, married, some college, government, no children under 18

"I am a registered nurse and have worked within my profession continuously since 1942. I have 5 children who have all graduated from Clemson and Baptist College. In retrospect, I am not sure if it was appropriate for me to have worked at all during those years because of circumstances that came to light later. However, I don't see how I could have educated them without working. This is a very difficult problem. Maids and nursery schools are not the answer."

Age 49, white, married, BS/BA, government, children 15 and 12

"I was employed when my youngest child was 11 years old when I had to go to work to help pay for their expenses and save for their college. As soon as the economy improves, I plan to quit work. The trouble with the world today is that the mothers are not in the home!!!"

Age 42, white, married, BS/BA, government, children 17, 19, 21

"I only started working when the youngest child was in school. I teach and have the same hours as they have. To me, this is important!!"

Age 35, white, married, high school grad, government, children 8, 11, 14

"Now that my children are older, I intend to go to college and get a degree - I want a career as a teacher. Not only do we need the income but I want to work."

Age 40, white, married, some college, government, no children under 18

"I find a closer relationship with my child because I have always worked and my child never resented it. NO Federal or State funding needed for babysitter."

Age 59, white, married, MA/MS, government, no children under 18

"I feel that moral values are going down because of home life. Not all because mothers of young children are working, but that plays a large part. I think people could do without things money can buy and give children more time and love."

1. Business Expenses

Many ordinary and necessary costs associated with the operation of an employer sponsored child care program are considered to be legitimate business expenses and are deductible in the year of payment if they are related to the employer's business and produce a benefit that lasts for no more than a year. Some examples of deductible expenses for employer operated facilities are salaries, supplies, rent, and consumable purchases. Capital expenses incurred in the operation of a child care program are not deductible as a business expense. Employers who sponsor a vendor or voucher program may deduct the entire cost of operation since neither model involves investment in capital assets. Any expenditures that help provide child care services for employees are deductible as ordinary and necessary business expenses if they benefit the employer's business.

2. Depreciation of Child Care Facilities

Employers may depreciate the cost of qualified capital expenditures purchased for the operation of a child care center. Depreciable items include physical facilities, furniture, appliances, and equipment that is not consumed or destroyed within one year. The amount of the deduction is based on the decrease in value of the building or equipment over the period of one year. Land is not a depreciable asset.

3. Amortization of Child Care Facilities

Employers may deduct the cost of acquiring, constructing and rehabilitating child care facilities over a 60 month period. Amortization is similar to depreciation but permits a more rapid write-off that bears no direct relation to the decrease in value of the asset.

4. Contributions to a Tax-Exempt Organization

Any contribution to a child care program that has tax-exempt status is deductible as a charitable contribution. Employers may choose to donate start-up funds, buildings, land, equipment or operating subsidies to establish tax-exempt child care centers to be used by employees. In order to qualify as a tax-exempt organization, it must accept children from the community as well as the children of employees. This alternative would work well for a consortium model center.

APPENDIX

D



STATE OF SOUTH CAROLINA

BUDGET AND CONTROL BOARD
DIVISION OF GENERAL SERVICES
300 GERVAIS STREET
COLUMBIA SC 29201

MATERIALS MANAGEMENT OFFICE

January 7, 1982

CENTRAL STATE PURCHASING
DUTCH PLAZA SUITE 250
800 DUTCH SQUARE BLVD
COLUMBIA SC 29210
(803) 758-6050

PROPOSAL NOTICE NO. 7-794-1200900-02/04/82

REQUEST FOR PROPOSALS TO PROVIDE A MARKETING PACKAGE FOR FAMILY SUPPORT SYSTEMS

You are invited to submit proposals in accordance with the requirements of this solicitation which are contained herein.

It is requested that your proposals be submitted to the State Purchasing Office, 800 Dutch Plaza, Suite 250, Columbia, S.C. 29210, not later than 3:00 P.M. Local Time, February 4, 1982 at which time respondents to this request will be publicly identified. Due to the possibility of negotiation with all proposers, prices will not be divulged at time of opening. Four (4) copies of your proposals are required.

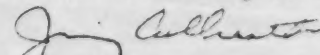
The proposals must be signed by an official authorized to bind the Offerer and it shall contain a statement to the effect that the proposal is firm for a period of at least ninety (90) days from the closing date for submission of proposals. Proposals must be submitted showing the above proposal number.

This solicitation does not commit the State of South Carolina nor Winthrop College to pay any costs incurred in the submission of proposals or to make necessary studies or designs for the preparation thereof, nor to procure or contract for the articles of services. The right is reserved to reject any or all proposals.

It is the responsibility of each offeror to clearly mark any part of his proposal which he considers to be of a proprietary nature.

Proposers who desire to receive a copy of the Statement of Award must include a self-addressed stamped envelope.

DIVISION OF GENERAL SERVICES
Virgil V. Carlsen, CPPO
State Purchasing Officer


Jimmy Culbreath
Purchasing Assistant

GENERAL INFORMATION AND INSTRUCTIONS

1. Proposals will be received by Central State Purchasing, 800 Dutch Plaza, Suite 250, Columbia, S.C. 29210 for items, SPECIFIED HEREIN OR ATTACHED HERETO UNDER THE TERMS AND CONDITIONS of this proposal and general specifications attached. Winthrop College offers this contract under ARC Grant #SC8105-81-1-202-0420 Title "Family Support Systems: Alternative Child Care Arrangements"
2. Proposals shall be made in the name of the firm or individual under which business is conducted and shall be signed by the person submitting the proposal. Proposals signed by an agent must be accompanied by evidence of this authority.
3. Each offeror must furnish all information required by the solicitation documents.
4. The contract issued to the successful offeror will end on June 1, 1982 at which time all work is to be completed.
5. By submitting a proposal, the offeror covenants and agrees that he has satisfied himself from his own investigation of the conditions to be met, that he fully understands his obligation and that he will not make any claim for, or have right to cancellation or relief without penalty of the contract because of any misunderstanding or lack of information.
6. A pre-submission conference for all prospective offerors has been scheduled for January 26, 1982 in Room 416, Thurmond Building on the Winthrop College campus at 2:00 p.m.
7. For other appointments to visit the campus, telephone:

Dr. Sam Greer, Assistant Dean
School of Consumer Science
and Allied Professions
Winthrop College
Rock Hill, SC 29733

Telephone: (803) 323-2101

BASIS OF AWARD

It is anticipated that an award will be made within twenty (20) days from the closing date for receipt of proposals. The award will be based on the following factors:

- 1) Offeror's understanding of the project and plan of approach to the proposed tasks.
- 2) Offeror's qualifications and past experience in the successful accomplishment of similar tasks.
- 3) Cost of services to be performed.
- 4) Offeror's ability to perform within the scheduled time frame.

ITEMS REQUIRED WITH SUBMISSION

- 1) Offeror's proposal with a cover letter signed by an official authorized to bind the offeror.
- 2) A list of three previous clients for whom similar projects have been executed with names and telephone numbers of contract person(s).
- 3) Description of support services available on this project.
- 4) One letter of reference from a previous client.
- 5) Examples of products from similar projects executed for other clients, especially, photo-copies of slides, booklets, brochures and any other material which will help Winthrop College to make an informed determination.
- 6) Proposed budget for the project.

CONDITIONS FOR VISITING COLLEGE

1. Other than the scheduled pre-submission conference, visitors must request permission to visit the campus from Dr. Sam Greer, Assistant Dean, School of Consumer Science and Allied Professions, Winthrop College, Rock Hill, S.C. 29733.
2. Requests for any information concerning this solicitation are to be referred only to Dr. Sam Greer (803) 323-2101

CONTRACT CONTENTS

The final contract will contain among its provisions statements pertaining to the following subject matters.

- A. Contractor must agree to comply with all relevant laws, ordinance, rules and regulations of the City of Rock Hill, the County of York and of the State of South Carolina.
- B. Upon written notice from the College to the Contractor of any failure on the part of the Contractor to perform under the contract, the College may, upon thirty (30) days written notice, cancel the contract.
- C. The Contractor must agree to indemnify and save harmless the College from claims, suits, actions, damages and costs of every name and description, arising out of or resulting from the performance of this contract, acts of God excepted.
- D. The enumeration in the contract or in the solicitation of the kinds and amounts of liability insurance shall not abridge, diminish or affect the Contractor's legal responsibilities for the consequences of accidents arising out of or resulting from the services of the Contractor under this agreement.
- E. The agreement shall be void and of no force and effect unless the Contractor provides coverage for the benefit of, and keeps covered during the life of this agreement, such employees as are required to be covered by the provisions of the South Carolina Workman's Compensation Law.
- F. During the performance of the contract, the Contractor must agree as follows:
 - (1) The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color or national origin, sex, age or handicap, and will make diligent and continuing effort to insure that all are afforded equal employment opportunities without regard to race, creed, color, national origin, sex, age or physical condition except when sex, age or physical condition are bona fide occupational qualifications. Such action shall be taken with reference, but not be limited to: recruitment, employment, job assignment, promotion, up-grading, demotion, transfer, layoff or termination, rates of pay or other forms of compensation and selection for training.

- (2) The Contractor will state, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, that all qualified applicants will be afforded equal employment opportunities.
- (3) The Contractor will sign a statement certifying that it will comply with applicable federal and state equal employment opportunity laws.
- G. In the event that the Contractor shall fail to maintain and keep in force comprehensive liability and property damage, contractual liability, product liability and Workmen's Compensation insurance, the College shall have the right to cancel and terminate the agreement immediately and without notice. In the event that the Contractor shall fail to carry out and comply with any of the other remaining covenants, conditions and agreements to be performed by it, or to comply with any regulations adopted by the College, the College may notify the Contractor of such failure or default and demand that the same be remedied within ten days and in the event of failure of the Contractor to remedy the same within said period, the College shall have the right to cancel and terminate the agreement within thirty (30) days.
- H. Contractor shall comply with all procedural instructions that may be issued from time to time by the College and review all work completed to date each 30 days until contract conclusion. All formal reviews will be performed at Winthrop College.
- I. During the period of contract, no change is permitted in any of its conditions and specifications unless the Contractor receives written approval from the College.
- J. If at any time during the original or any renewed term of the contract any petition of bankruptcy shall be filed by or against the Contractor, or a receiver shall be appointed by any court of competent jurisdiction, to take possession of the Contractor's property, or if it shall make any assignments for the benefit of creditors, then the contract will immediately cease, terminate and expire.
- K. Should funds from the State of South Carolina or the United States of America become unavailable or should the State of South Carolina or the United States of America implement or enact statutes, rulings, policies or procedures which would have the effect of voiding this contract, the contract will be voided and equitable compensation for services rendered to date will be made.

MARKETING PACKAGE PROPOSAL FORM
FAMILY SUPPORT SYSTEMS: ALTERNATIVE CHILD CARE
ARRANGEMENTS

STATEMENT OF SPECIFICATIONS

MARKETING PACKAGE PROPOSAL FORM

The purpose of this marketing package will be to define and describe the concept of employer supported child care. The package will be used in formal presentations to business leaders, hospital administrators, and government officials across the state. The presentations must appeal to these leaders, catch their attention, and stimulate their interest and support for the topic presented.

The package should be designed to include 1) an audio-visual presentation; 2) a booklet to accompany and supplement the audio-visual presentation; and 3) a mailable pamphlet to be used separately from the audio-visual presentation. Specifications for these three elements will include the following:

1) Audio-visual presentation:

The contractor will provide a slide show with accompanying pulsed audio tape to contain approximately 80-100 frames and to have a running time of approximately 20 minutes. The audio tape (cassette) recording shall include a narration for the slide presentation with music at the beginning, appropriate background music throughout and music at the conclusion.

Format A: The slide/tape show described above shall be made to be compatible with a dual projector, dissolve unit using two carousels. (5 copies)

Format B: The slide/tape show described above shall be made to be compatible with one projector. (5 copies)

Both Format A and Format B are required in the specified number of copies. The attached outline provides guidelines for the content of the slide/tape show. All negatives, prints, and scripts produced under this contract shall become the property of Winthrop College.

A written script to accompany the slide/tape show will be provided. (10 copies)

2) Hard-copy booklet:

This booklet will be used as a supplement to the audio-visual presentation and must be attractively constructed to appeal to employers who will be viewing the show. The booklet will also serve as a subsequent reminder of the show's contents. This booklet must contain all of the graphic materials included in the show. Where line drawings and pictures are appropriate they may be included. The booklet shall contain all of the information contained in the slide/tape show and will serve as a substitute therefore.

3) Mailable pamphlet:

This pamphlet will be used as a mail-out separate from the slide presentation. The pamphlet will be used to advertise Winthrop College's resource center, and to provide general information to people who contact Winthrop College about our program. The pamphlet will contain

the major points listed in the slide presentation and accompanying booklet, and a tear-out section that will be used to contact Winthrop College for additional information. The pamphlet must be designed to appeal to businesses and employers and to stimulate their interest in employer supported child care. 5,000 copies will be printed and all negatives will become the property of Winthrop College.

Winthrop College will supervise the construction of the marketing package and retain rights of approval on all finished products. Winthrop College will provide specific information, based on the attached outline, to be included in the package. Winthrop College will also be available for consultation and technical assistance on the contents of the slide presentation, accompanying booklet, and mail-out pamphlet.

Each offeror must provide Winthrop College with a description of the methods by which he will provide the services described above. The offeror must also include a proposed budget including the cost of every aspect of the proposal. The proposal must specify what services, if any, will be subcontracted and the costs involved.

Winthrop College officials will evaluate all work on the items specified herein on a regular basis. Thirty days from execution of the contract, and each subsequent thirty days within the contract period, all work done to date will be formally reviewed at Winthrop College. The slide tape/show and script shall be ready for presentation to Winthrop College for review 60 days after execution of the contract. The booklet will be ready for review by Winthrop College 60 days after execution of the contract and the mailable brochure shall be ready for review 90 days after execution of the contract. All materials, shows, exhibits, slides, negatives and anything else required by the contract shall be delivered to Winthrop College by June 1, 1982. Winthrop College will review work to date on the slide/tape show 30 days after execution of the contract.

OUTLINE FOR SLIDE/TAPE PRESENTATION

A. Changes in the labor force:

1. Why changes have taken place (economy, more women choosing careers, increase in single parents, etc.)
2. National, regional, state statistics
3. Growth rate of industry in South Carolina and the southeast, the need to make provisions for women to help fill the labor force.
4. Cite survey results of working women in South Carolina.
5. Cite task force report on the economy.

B. What is child care?

1. Significant historical aspects of child care
2. Development of child care in South Carolina.
3. Types of child care (center based, family care, developmental, custodial, infant, latchkey, etc.).
4. The importance of child care in relation to economic development
 - a) Tax incentives - for employers and employees
 - b) Increased productivity
 - c) Expanding the qualified labor force
 - d) Creating a qualified labor force for the future

C. Employer benefits of child care:

1. Tax incentives (amortization of property, deduction of expenses for employee benefits, Medicare and Medicaid reimbursements, work incentive credits).
2. Improved productivity (less absenteeism, less tardiness, greater recruitment potential, improved employee moral, greater on-the-job concentration, etc.)
3. Expansion of labor force (more women will be able to enter, may improve mobility).
4. Creating a qualified labor force for the future (importance of the first 5 years of development to later personality and ability, loyalty to employer, better attitudes toward employer).

D. Employers' involvement in child care:

1. Need for participating in child care:
 - a) Cost of child care is prohibitive for some employees, particularly single parents.
 - b) Some communities have a shortage of child care providers.
 - c) Employers will benefit if employees have a steady, reliable, and affordable child care resource.
2. Benefits - reciprocal:
 - a) Employee benefits -
 1. Quality child care becomes affordable.
 2. Parents experience greater peace of mind when they have access to quality child care.
 3. Parents have more opportunity for further education and job advancement.
 4. More women are able to enter the labor force.

b) Employer benefits

1. Lower job turnover - especially during child-rearing years.
2. Lower absenteeism - because of reliable child care.
3. Improved employee attitudes toward employer - employees feel that employer has concern for their well being.
4. Improved employee work attitudes - Employee is better able to concentrate when they have knowledge that children are safe and well cared for. Feel more comfortable and less guilty when children are well cared for.
5. Improved ability to recruit - when other factors are comparable, parents will choose employer that offers child care as a benefit. Especially important for hospitals.
6. Improved community relations - The public looks favorably on a business that shows consideration for its employees.
7. Increased publicity - Because the trend is moving toward employer sponsored child care, media representatives give publicity to businesses that offer such programs.

3. How employers can help

- a) Many models of child care are available for employer support. If an employer chooses to offer a child care benefit there are factors to take into consideration. Participation in any program is optional -
 1. Is there a need at your work place?
 2. What resources do you have?
 3. What are your community resources?
 4. The location of your work place.
 5. Employee composition.

E. Models of Employer Sponsored Child Care

1. On-site - located on or at work site

- a) Examples - Neuville-Mobile-Sox, Spartanburg General Hospital, Corning, several federal agencies, PCA.
- b) Benefits - reduces absenteeism, tardiness, turnover and training costs, improves worker morale, provides high quality, affordable care at a reasonable cost, provides employees greater access to children and teachers, parents are close in case of emergency or illness.
- c) Tax Incentives - capital expenditures can be depreciated or amortized, operating subsidies can be deducted as a business expense, costs of acquiring, constructing and rehabilitating property and purchase of equipment can be deducted over a 5 year period.

2. Off-site consortium - group of employers share the costs of establishing non-profit center to be used by employees of all participating businesses.
 - a) Examples - Broadcasters, Northside CD Center, Minneapolis (Control Data, Pillsbury, etc.).
 - b) Benefits - Increases the resources available for developing a site, spreads the costs among member employers, less susceptible to under-utilization, no one company has sole responsibility.
 - c) Tax incentives - By creating a non-profit or tax exempt organization, any contributions to the center are tax free, any profit made would also be tax free, costs may be passed through to sponsoring employers as tax deductions and depreciation.
3. Vendor Program - Employer purchases a number of slots in community day care programs. They then re-sell these slots to employees at reduced prices. Cost of day care may be subsidized on a sliding fee scale.
 - a) Examples - Polaroid Corporation, Consolidated Edison Electric Company
 - b) Benefits - provides a subsidy for employees' child care tuition, provides child care at an affordable cost, does not require capital investment or start-up costs, no administrative responsibility, protects employer from potential liability, ideal for small businesses.
 - c) Tax incentives - Cost is deductible as a business expense if it is needed to allow employee to work or to reduce absenteeism, turnover or improve recruiting ability, costs can be deducted as a charitable expense if slots are filled with needy children not associated with company.
4. Voucher Program - Employer provides employee with a coupon worth a specified amount towards the purchase of child care from a provider of the parents' choice. Costs may be fully paid by employer or subsidized on a sliding scale. Employer may also increase the size of employee's paycheck to cover the cost of child care expenses.
 - a) Examples: Polaroid Corporation, Ford Foundation
 - b) Benefits - Parents can choose child care provider based on their particular needs, helps parents afford quality child care, useful to the employer with many small business locations scattered over a large area (such as a textile firm with many mills or a State agency with regional offices), does not require capital expenditures or start-up costs, no management responsibility, business is protected from potential liability.
 - c) Tax incentives - Employee must claim voucher as income (has this changed?) but can deduct child care expenses from State and Federal taxes, employer may deduct entire cost of operation.
5. Information and Referral Service - Helps parents find and select an appropriate child care provider. Employer may provide this service "in-house" or contract with a local referral agency. Agency providing this service must secure and develop lists of providers, secure pertinent information about each provider, print and publish information.
 - a) Examples - Honeywell provides a computer I & R service, United Day Care Services in Greensboro, North Carolina, and Fairfax Realtors in Fairfax, Virginia.

- b) Benefits - Makes existing child care resources available to families, allows employee the freedom to choose a suitable arrangement, provides a visible public relations effect, may stimulate quality child care in the community, involves minimal financial output from employer.
 - c) Tax incentives - Cost of the service may be deducted from Federal and State taxes, if contribution is to a non-profit organization cost can be a charitable deduction.
6. School Age Child Care - Employer provides a child care program specifically designed for the problems of school aged children. This can be after school care, week-end care, or summer day camp. Any of the other models can be used for school age child care.
- a) Examples - Spartanburg General Hospital, Fel-Pro Industries Summer Camp, Flick Reedy Corporation Summer Camp.
 - b) Benefits - Helps employees with the specific need for school age care, less expensive because full-time care is not necessary.
 - c) Tax incentives - Capital expenditures may be amortized or depreciated, cost of service can be deducted as a business expense.

F. Overview

- 1. Changes in labor force
- 2. Definition of child care
- 3. How employers benefit by availability of child care
- 4. Employers' involvement in providing care.
- 5. Models
- 6. Role of Winthrop College in helping employers
 - a) Name of our organization
 - b) Resource materials available
 - c) Provides a consultant to help employers develop a program
 - d) How employer can approach us

BROADCASTER'S CHILD DEVELOPMENT CENTER

E

NATIONAL ACADEMY OF TELEVISION ARTS AND SCIENCES

Industry: Broadcasting

Address: 3920 Alton Place
Washington, D. C. 20016

Contact: Abbie Dodge, Director
Broadcaster's Child Development Center
(202) 887-7245

Opened: January 1980

Enrollment: 65 with a waiting list

Hours: 8am until 7 pm weekdays

Comments:

- Seed money was donated and loaned by five area broadcasting companies.
- The Center has recently lost its lease and has been searching for another site that is appropriate for a child care center and is convenient to the broadcasting studios.
- Had problems with zoning regulations before the Center could open, this required several hearings to be able to open at the chosen site.

Broadcaster's Child Development Center
Washington, D. C.

Sponsor

The Broadcaster's Child Development Center was established for use by employees of five Washington area broadcasting companies (Metromedia, WPVM, WJLA, WRC, and WMAL). The day care program is supported by and incorporated under the Washington, D. C. chapter of the National Academy of Television Arts and Sciences. Most of the children who attend have parents who are professionals in the broadcasting field.

Need

Because of an increase in the number of women returning to work after having children and a lack of infant care in the community, members of the National Academy of Television Arts and Sciences decided to investigate the possibility of establishing a day care center to serve local broadcasters. In 1979, a year before the Center was opened, a needs survey was done. A questionnaire was sent to all employees of the five Washington, D. C. area broadcasting stations. The purpose of the survey was to determine the number of parents of pre-school age children that would use a center located close to work. The response indicated that over 60 working parents would use the Center. However, by the time the Center opened about a year later, the founders discovered that circumstances had changed, and it took longer than expected to reach full enrollment at the Center.

History

The idea for a center to serve parents working in the Washington, D. C. area broadcasting industry was developed in 1978 by a small group of employees who were members of the Washington chapter of the National Academy of Television Arts and Sciences (NATAS). NATAS members voted to support the project as a service to its members.

The proposal and the search for an appropriate site was done by the NATAS Day Care Committee which was composed of representatives from the five area broadcasting companies. The proposal was presented to the General Managers of the companies with a request for loans. The stations were asked to provide start-up and capital investment loans. These loans were later approved.

It took about two years to find an appropriate site in a neighborhood that was convenient to all five stations. The Center was eventually located in the lower level of a church and a contract for rent was signed. Once the site was found, it took seven months to complete the zoning and licensing process. A director and infant coordinator were hired in December 1979 and the Center began operation the next month. The Center opened with only five infants enrolled and was not enrolled to capacity until nine months later. A separate toddler program began in March 1980 and the pre-school opened in June.

In the Fall of 1981, the Center lost its lease and was forced to appoint a committee to locate an alternate site. Center officials were afraid that they would be forced to close if another site was not located. To date there is no word on their progress in locating a new site.

Days and Hours of Operation

The Center is open from 8 am until 7 pm every week day. The purpose of the extended hours is to accomodate parents who work later hours. However, these hours are usually predictable, and parents are asked to enroll their children during a certain block of time so that the Center Director can plan staff schedules. Parents are not permitted to leave their children at the Center

Broadcaster's Child Development Center
Washington, D. C.

over 9½ hours at one time.

The Center is closed for 6 holidays during the year, and follows the public school decision to open late or close because of weather. The Center is also closed for staff education and program reorganization for one week every Summer.

Enrollment

The Center serves children 3 months to 5 years of age. Any child of an employee of the five area broadcasting companies or of a member of the local NATAS chapter is given priority for enrollment in the Center. Because of local zoning laws, at least 20% of the enrollment must be from families in the surrounding community. The community is defined as a 20 block radius around the Center. Because the service area is defined as including businesses, the children of parents who work in the community, as well as those who live there, are also accepted for enrollment. At the present time, the enrollment is approximately 50% broadcasters' children and 50% community children. There is a waiting list of 36 infants and 30 toddlers. The Center is licensed to accept 65 children.

Administration and Staff

The Broadcaster's Child Development Center is incorporated as a non-profit organization and a division of the National Academy of Television Arts and Sciences, Washington, D. C. chapter. The Center has separate by-laws and its own charter. A Board of Directors serves to oversee Center activities.

The Center employs a director, a part-time assistant director, three teachers, a full-time aide in the infant program, four part-time aides, a part-time custodian, and a quarter-time bookkeeper. In addition, the Center regularly makes use of community volunteers and student interns who want to serve in a day care program.

Funding

Funding for the Center's operational costs is provided strictly from fees paid by the parents who have children attending the Center. Tuition is \$300 per month for infants, \$280 per month for toddlers, and \$255 per month for pre-school children. This fee covers a full-day developmental program and two snacks. The children bring their lunch from home.

Start-up funds for the Center were provided by the five broadcasting stations and a grant of \$1,000 from NATAS. The Metromedia Broadcasting Company donated \$3,500 in start-up money. The other four stations provided start-up and capital investment loans of \$7,000 each. The terms of each loan provided \$3,500 for first year operating expenses to be re-paid in one year at 12% interest; and \$3,500 for capital expenditures to be paid back in 5 years at no interest. The \$1,000 provided by NATAS paid for lawyer fees incurred during the zoning and licensing process.

In addition, the Center receives in-kind services from the broadcasting stations. For example, the stations provided advertising for Center fund-raising activities, and local broadcasting personalities donate their time to help raise money for the Center. Station management personnel advertise the Center by referring new employees there. The stations also help by providing xeroxing, mailing services, tickets to local events, and free printing.

Broadcaster's Child Development Center
Washington, D. C.

Center personnel feel that the stations provide these services, as well as financial support, for two reasons. One reason is to satisfy the community service requirements that must be met for relicensing. The other reason is that the stations realize the importance of helping young parents re-enter the labor force. Also, because the Center is a non-profit organization, each station can deduct 5% of their charitable contributions to the Center from their taxes.

Parent Involvement

Because the Center is centrally located near the stations, parents are urged to visit their children throughout the day. Many have lunch with their children, and nursing mothers can return to work earlier because they are close enough to feed their babies at the Center.

Parents are required to attend an orientation meeting before their child begins the program. They are also encouraged to attend various meetings of the Board of Directors and program meetings in their child's classroom.

Benefits to the Employer

Unlike most others, the Broadcaster's Child Development Center was established and is supervised by parents. The employing broadcasting stations support the Center informally, but do not take an active part in Center operations. They do, however, benefit indirectly by the Center's existence. The Center's affiliation with local broadcasting stations provides them with good community relations and improved employee morale.

Benefits to the Employee

Since the broadcasting field is highly competitive, the stations did not need an extra inducement for recruitment. The Center was mainly intended to help satisfy the needs of the parents, rather than the needs of the employers. The parents benefit by having access to reliable child care services. Parents feel more secure and comfortable while at work if they have dependable, good quality child care. An added advantage is that the Center is close to the worksite so that parents may visit throughout the day and they are near in case of emergency. Also, there is a shortage of centers which provide infant care in the Washington area. Having priority access to this Center is an advantage to parents of infants.

Problems and Considerations

The first problem faced by the organizers of the Broadcaster's Child Development Center was zoning restrictions for the site they planned to lease. The site was a church in a residential neighborhood. Many of the area residents protested rezoning the area to allow a child care center. They felt that the noise and traffic would be intolerable. After several hearings and much negotiation, an agreement was reached. The organizers agreed to reserve 20% of the slots in the Center for neighborhood children and the zoning committee agreed to let them begin operation.

Another problem was underutilization of the Center during the beginning months. A preliminary survey showed that over 60 working families would use the Center. However, the survey did not distinguish between those parents who supported the concept of such a center and those who would use it when it opened. Also, the survey was conducted a year before the Center was opened so that many potential users had made other arrangements. The founders overestimated the number of parents who would use the Center. They opened two years after original plans began with only five infants and it took nine months to reach maximum enrollment.

The latest problem faced by the Broadcaster's Child Development Center is the

Broadcaster's Child Development Center
Washington, D. C.

cancellation of their lease at the present site. The church decided there was too great a conflict for space and time between the church and the child development center. A problem was created by the fact that the Center has had a difficult time locating a site that is convenient to the broadcasting stations and sufficient to meet the Center's needs.

CHILD DEVELOPMENT CENTER
PRESBYTERIAN HOSPITAL

Industry: Hospital

Address: 200 Hawthorne Lane, P. O. Box 33549
Charlotte, North Carolina 28233

Contacts: Jeffrey Miller, Vice President
(704) 371-4107

Barbara Pushee', Director
Child Development Center
(704) 371-4107

Opened: April 1980

Enrollment: 158 children with a waiting list

Hours: 6:30 am until midnight

Initial Cost:

Building (on land owned by hospital) - \$300,000 plus architectural fee
Equipment - \$11,000
Supplies - \$15,000
Equipment per room - \$2,500 - \$3,000

Comments:

- Center receives approximately 30% subsidy from the hospital
- Center has had a positive effect on turnover and recruitment, but this has been reduced because the waiting list limits the recruitment incentive.

Presbyterian Hospital
Child Development Center
Charlotte, N. C.

Sponsor

Presbyterian Hospital in Charlotte, North Carolina is one of three major hospitals in the Charlotte area. Presbyterian currently employs over 1,600 people, over 50% of whom are women. About 150 employees take advantage of the Child Development Center benefit.

Need

The idea for establishing a child development center originated at the annual planning session for nurses held in 1978. The purpose of this session was to determine ways in which the hospital could attract and maintain additional registered nurses. The major recommendation was that the hospital proceed with the concept of developing a child development center for hospital employees. Acting on that recommendation, a study committee developed a survey questionnaire to determine the feasibility of such a center. The survey showed that out of 1,700 employees about 75-80 had pre-school children and were experiencing difficulty with child care. Personnel from all departments of the hospital indicated an interest in using the center.

History

After receiving encouragement from the needs survey, the study committee proceeded to identify the major areas where child care could benefit employees. After determining that there was sufficient need for a center, the committee began to investigate employer sponsored centers that were already in operation. After visiting two successful programs in the area, the committee decided that the concept was valid in an industry such as Presbyterian Hospital.

The next step was to find a location for the proposed center. It was determined that there was no location within the hospital that met state day care licensing requirements. There was also no suitable community location that could be purchased and renovated. It became evident that the only alternative was to build a center on a hospital owned parking lot located across the street from the hospital. At this time, plans for building and objectives for the center were started. A full-time director was hired when construction began.

After six months of construction, the center opened in April, 1980 with 23 students enrolled. The enrollment gradually increased to the present number of 158 children.

Days and Hours of Operation

The Presbyterian Hospital Child Development Center is open seven days a week, every day of the year, from 6:30 am until 12:00 am. The hours were designed to accomodate the particular needs of hospital personnel who work on shifts and on holidays. The Center will remain open with at least two staff members for any number of children. However, parents are expected to submit their work schedules at least one week in advance so that staffing plans can be made. The Center is most heavily utilized on the Monday through Friday day shift.

Enrollment

The Child Development Center is open to all pre-school age children of Presbyterian Hospital employees and volunteers. Infants are accepted at two months of age and at six weeks if there is a special need and a doctor approves.

Presbyterian Hospital
Child Development Center
Charlotte, North Carolina

Permanent full-time employees are given first priority, full-time students in hospital based programs are given second priority, part-time employees get third priority, and hospital volunteers are served last. At the present time, the Center is filled to capacity with a waiting list through September 1982. Infant care is the most requested because there is a shortage of infant care in the community. New mothers are returning to work sooner because there is infant care available at the Center.

Administration and Staff

The Child Development Center is considered a department of the hospital and falls under the supervision of the Department of Human Resources. The Center Director works directly under the Vice-President of Human Resources. The Director acts as a department head and represents the Child Development Center at hospital meetings. In addition to the Director, the Center employs an Assistant Director, seven lead teachers, seven aides, and one person who acts as a housekeeper/aide. The staff receive salaries that are competitive with those of local child care establishments. As hospital personnel, they receive periodic grade raises. All lead teachers have a community college certificate in child care and child care experience.

The Center is open for two working shifts so the entire staff is rarely together at the same time. The Center Director maintains a list of qualified substitutes that are called in to help as needed. The Center is also used as a learning lab for student nurses from the hospital and junior volunteers work there on weekends and during the summer months.

Funding

The Presbyterian Hospital Child Development Center is funded by a combination of parent fees and hospital subsidies. Parents currently pay \$7.00 each day for infants and toddlers in diapers, and \$6.00 each day for pre-schoolers. About 70% of the operating expenses are covered by parent fees. The hospital pays the additional 30% and provides in-kind services to the Center. Some of the in-kind services are emergency medical treatment, food preparation and delivery, security, cleaning and maintenance, laundry, and purchasing. In addition, the hospital collects child care fees by payroll deduction. This allows the Center to operate without clerical help and also assures that there are no outstanding debts for the Center.

Presbyterian Hospital also provided all of the start-up funds for the Child Development Center. About \$300,000 was spent on the building and another \$11,000 was spent for equipment. About \$15,000 was spent on general supplies, and \$2,500 - \$3,000 was spent on each classroom.

Parent Involvement

Parents are encouraged to visit the Center during off-duty hours that do not interfere with the schedule of the Center. Parent-teacher conferences are scheduled on a regular basis and parents are encouraged to participate in their child's care by keeping the teacher informed of changes that may reflect in the child's behavior.

The Center has a room that can be used by nursing mothers. This allows a new mother who chooses to nurse her child the opportunity to return to work sooner.

Presbyterian Hospital
Child Development Center
Charlotte, North Carolina

Benefits to the Employer

Presbyterian Hospital has identified three particular advantages of having an on-site center. The Center has been successful as a recruiting tool for registered nurses and other professionals. It has reduced the amount of time for maternity leave by making good infant care readily available and by providing facilities for nursing mothers. Presbyterian also reports that hospital employees generally have a positive attitude about the hospital's commitment to the Center. This can be interpreted as an improvement in employee morale. The Hospital also enjoys increased media coverage because of the Center and an improvement in public relations.

Benefits to the Employee

Presbyterian Hospital employees enjoy the advantage of having reliable child care available no matter what hours they work. Because the hospital subsidizes the cost of this child care, parents get better quality care for their children at a cost that is comparable to community centers. Parents also enjoy the security of having the children close by while they work and they can visit their children during the work day. Parents also save time and money on transportation. Because the Center is located at the work site, parents do not have to spend the extra time and money that it takes to transport a child to another center.

Problems and Considerations

Finding an appropriate site was a problem at first. Many sites were not suitable because of the location or the renovation costs. The hospital solved this by building their own Center on already owned property.

Hospital administrators wanted the building to be appealing from the street. The building was constructed in an "L" shape with the playground within the "L". This helps make the building look more appealing and business-like.

Some minor problems developed with local building codes. The problems were solved by changing some minor building details to meet the codes.

The cost of maintaining the program is a problem, but it is not prohibitive. The extensive waiting list illustrates the need for the Center. Eventually, Presbyterian officials hope to make the Center break even.

Currently, the Center is filled to capacity. Because there is no room for additional children, the recruitment incentive is considerably reduced until there is an opening at the Center.

October 1981

CHILD CARE SERVICES, INC.

Industry: Supported by numerous industries and businesses

Address: 400 East Lake Street
Minneapolis, Minnesota 55408

Contact: Mary Quinlivan, Director
Child Care Services, Inc.
(612) 827-6169

Opened: 1975

Hours: Health care workers are available 6 am until 10 pm. A 24 hour answering service takes requests for services.

Comments:

- Child Care Services, Inc. offers in-home care for the sick child.
- Payment is based on a sliding fee scale so that all levels of employed parents can use the service.
- Operation expenses are subsidized through public monies, donations from businesses and individuals, and membership fees.

Child Care Services, Inc.
Minneapolis, Minnesota

Sponsor

Child Care Services, Inc. is a non-profit organization that was established to provide care for the sick child who has working parents.

Need

Child Care Services, Inc. was started in 1975 by a group of working parents in a low-income neighborhood who shared a common need. They discovered a need for an organization that would provide care for children with minor illnesses so that the working parents could avoid being absent from work and suffer a loss of income. The idea was to help low-income families avoid economic hardship caused by this loss of pay and to improve the overall standard of living. An important consideration was that child care centers often refused to care for a child with a contagious illness.

History

Child Care Services began in 1975 as a part of a neighborhood services project. The project was funded by a Community Development Block Grant. In 1978, Child Care Services incorporated as a non-profit organization. At that time, it still primarily served a small, poor population. Today, the program has grown and prospered through the aid of several funding sources and wide acceptance by Minneapolis working parents. By the use of a sliding fee scale, Child Care Services, Inc. is still able to serve low-income families, but it has expanded to serve a larger market as well. More and more professional and middle income parents are finding this service useful in helping them balance family and career schedules.

Days and Hours of Operation

The program is organized so that parents who require the services can call and request a health care worker from the 24-hour answering service. Workers are available from 6 am until 10 pm and appointments are made on a first come-first served basis. Demand for the service is seasonal because children's illnesses tend to occur this way. The peak demand for health care workers occurs between the months of January and April. Workers arrive at the child's home in time to get acquainted and to get the necessary forms signed. They stay until the parent returns from work and they make arrangements at that time for additional help.

Users

Any working parent may use Child Care Services, Inc. The program is also available to full-time students or CETA program employees. The program employees will care for children suffering or recovering from minor illnesses such as chicken pox, colds, ear infections, accidents, etc. They will not care for a child who has an acute illness or who is in need of a physician.

Administration and Staff

The program operates as a non-profit organization with a volunteer Board of Directors as well as a paid staff. Among the paid staff members are a full-time director, an office clerk, two full-time health care workers, two part-time health care workers, and an on-call health care worker for heavy demand periods. The health care workers are not trained professionals, but they do receive extra training in the area of first aid, CPR, etc. Each worker has the number of a consulting doctor to call in case of emergency.

Monthly staff meetings and in-service training help to keep the staff organized. These are essential since the job keeps them working in wide areas of the city. Each worker is paid hourly up to 40 hours each week and receives benefits if she is considered a permanent employee.

Child Care Services, Inc.
Minneapolis, Minnesota

Funding

Child Care Services, Inc. is funded through a combination of parent fees, governmental funds, and donations from corporations, foundations, and individuals. Parents pay for the services on a sliding fee scale based on family size and income. The cost of the services is subsidized by contributions received from individuals, corporations, and organizations.

Parental Involvement

Parents are asked to be available for about 15 minutes when the health care worker arrives to discuss the child's needs and condition and to sign the necessary forms.

Benefits to the Employer

Many industries and businesses in the Minneapolis area contribute funds to Child Care Services, Inc. The program is beneficial to these businesses because it helps reduce absenteeism. Their productivity is not reduced if the parent is able to work rather than stay home with a sick child. This is an important extra benefit because even when reliable day care services are available, many will not take a sick child.

Benefits to the Employee

Parents who cannot afford to miss work over a long period of time because of economic reasons or because of a demanding schedule can get great benefits from this program. The service allows them to return to work with the assurance that their child is being cared for in a comfortable, familiar setting by a qualified individual. Use of the sliding fee scale allows each parent to pay a fair rate.

Problems and Considerations

Demand for this service is seasonal. This makes budget management difficult because there is not a predictable income each month. Careful planning is required to keep the program running and available throughout the year. Because there is not a steady demand for health care workers, it is important to employ people who do not depend on a consistent salary.

Communication could be a problem in this organization because the workers are not required to meet at "the office" on a daily basis. This problem is avoided by holding regular meetings of all staff members.

THE CHILDREN'S VILLAGE

ABT ASSOCIATES

Industry: Research

Address: 55 Wheeler Street
Cambridge, Massachusetts 02138

Contact Beth Fredericks, Director
The Children's Village
(617) 492-1990

Opened: 1972

Enrollment: 51 with a waiting list

Hours: 8 am until 6 pm, Monday through Friday

Comments:

- The Children's Village began as a center for the children of Abt employees, but now enrolls community children and those of other area businesses.
- Provides infant care which is in high demand in the Cambridge area.

The Children's Village
Cambridge, Massachusetts

Sponsor

Abt Associates, Inc. is a large research firm which operates out of an office complex in Cambridge, Massachusetts. Abt employs about 800 upper level professional people trained in areas such as social sciences and economics. The company employs a large number of career oriented couples with children. Most of their work involves research and evaluation studies for government and industry. Because of cuts in federal research grants, and the general state of the economy, Abt has been forced to limit and cut the growth of its staff. These cuts resulted in an under-utilization of the Children's Village. In order to keep the Center in operation, children of other area employees were enrolled and Abt became only one of the sponsoring employers.

Need

The need for an on-site facility was first determined in 1972 by the president of Abt Associates, Inc. At that time, he and his wife both worked full-time at Abt, and they had two pre-school age children. It was decided that a good quality, on-site center would not only be convenient, but would allow Abt employees to keep in touch with their children throughout the day. Abt's president felt that this would be a good benefit to the predominately two career couples that were employed by the company.

History

The Abt children's center began in 1972 with an enrollment of ten children. The center consisted of two offices with a courtyard serving as the playground. Parents volunteered a certain amount of time each day to help supplement a minimal staff. Gradually, as interest and staff grew, the center was expanded and moved into an addition built specifically for that purpose. The addition was built to accomodate 50 children, and the center was made into a separate corporation with its own stockholders. Abt Associates contributed a \$7,000 subsidy from about 1972-1977. In 1975 the first corporation was dissolved and The Children's Village was created as a tax exempt, non-profit corporation. From 1975 until 1978 the center operated at a loss. In 1978 a director was hired to manage the business aspect of the center. At that time, there was a \$10,000 deficit. Today the center is considered a money making operation.

Days and Hours of Operation

Children's Village employees work from 8 am until 6 pm with the children in attendance from 8:30 am until 5:30 pm. By special request, parents can bring their children at 8:15 am and pick them up at 5:45 pm. The center is open Monday through Friday only. These hours and days are designed to accomodate professional parents who tend to work 9:00am until 5:00pm.

Enrollment

Enrollment in the Children's Village is open to the general public. Because the center is only licensed for 51 children, and is one of the few area centers that accept infants, there is a large waiting list. Priority on the waiting list is given to siblings of children already enrolled, the children of Abt Associates employees, and the families of former enrollees.

Administration and Staff

Children's Village, Inc. is a non-profit corporation with full tax-exempt status. The center is fully licensed by the State of Massachusetts to serve children from three months to five years of age. Every family with children enrolled at the center, and each staff person is a member of the corporation. Each parent has one voice in general elections. Children's Village also has a Board of Directors that oversees all operations at the center. This Board is comprised of one-half par-

The Children's Village
Cambridge, Massachusetts

ents and one-half staff. The staff at Children's Village includes both full-time and part-time teachers. Full-time staff work a six hour shift directly with the children. Part-time staff work a three to four hour shift. There are three full-time and one part-time staff members in each room. Staff are paid salaries determined by seniority increments. Salaries are paid based on a 35-hour work week comprised of 30 hours classroom time and 5 hours classroom related activities. The administration of Children's Village is shared by an educational coordinator and a director. The educational coordinator is responsible for the day to day operations of the center. The director is responsible for maintaining financial records and administering the center's finances. The director also maintains licensing requirements and acts as advisor to staff, parents, and the Board.

Funding

The Children's Village, Inc. is primarily funded through tuition money. Tuition costs are not subsidized by employers and are expensive compared to those in other areas. The following is a list of the 1981 fees:

	Weekly Fee Schedule (1981)			
	Pre-school	Sprouts	Toddlers	Infants
Full-time	\$78	\$86	\$99	\$113
3 days	58	63	70	79
2 days	39	42	47	53

The rates vary with each age group for a number of reasons. One reason is the difference in the teacher/child ratio. The ratio in the infant room is 1 teacher to 3 babies. In the toddler room, the ratio is 1:4. The ratio in the 2 year old group is 1:5, and the ratio in the pre-school group is 1:6. In addition to regular tuition, the center collects extra money for children who arrive early and those who are picked up late. Parents of infants pay a regular fee which pays the cost of diapers used at the center. A food subsidy is paid by the Massachusetts Bureau of Nutrition. Other income comes from interest payments on investments and from fundraising. In addition, Abt Associates charges the center only half of the fair market rent for use of their building. A copy of the 1981 budget is attached. All parents are billed on a basic weekly rate. No deductions are made because of absences. Families who plan an extended absence from the center may "sublet" their child's space to another family. This assures a space upon their child's return. If it is not possible to sublet the space, families must continue to pay tuition in order to guarantee a slot for their child. All fees are paid on a four week period.

Parent Involvement

Parents at Children's Village are very much involved in the center. All parents are considered voting members of the corporation. Parents are required to take an active part in easing their child's entrance into the center. The center also has a "Parent Help" requirement for all families with children at the center. This consists of spending at least one hour each week in their child's classroom or participating in some way that aides the teacher. Parents may opt for take-home projects, participation on the Board or membership on a center committee. There is a weekly charge of \$6.00 for missed "Parent Help." Each classroom has a Parent Coordinator who serves as a liason between parents and teachers. Regular parent meetings are held and parents and teachers participate in occasional "Worknights" in which they work together to refurbish classrooms. Of course parents are free to visit the center any time.

Benefits to the Employer

The Children's Village
Cambridge, Massachusetts

In the case of Children's Village, the employee-parents receive much more direct benefits than the employers. During the last few years, Abt Associates has experienced a staff reduction. Because of this they do not need the center for recruitment purposes. The company operates on a fairly flexible schedule so that absenteeism and tardiness are not problems.

Benefits to the Employee

Parents benefit by having reliable good quality child care services in a convenient location. They save time and transportation costs by using an on-site facility, and they have ready access to their children throughout the day. Parents of infants benefit because there is very little infant care available in the Cambridge area.

Problems and Considerations

The center lost its cash subsidy from Abt during some unprofitable years and was losing money because of inefficient direction. They hired a full-time director to oversee the center and soon began to make money.

When government funds became less plentiful, Abt began to lose business and employees. This caused an underutilization of the center by Abt employees. To solve this problem, the center began to accept children from other area businesses. Children's Village is currently looking for funding from other sources.

October 1981

CHILD CARE INFORMATION AND REFERRAL SERVICE

HONEYWELL, INC.

Industry: Manufacturing

Address: Honeywell Plaza
Minneapolis, Minnesota 55408

Contact: Sonia Sands, Working Parents Resource Coordinator
(612) 870-5247

Opened: Summer 1981

Comments:

- This is a computerized information and referral service developed by Honeywell for use by residents of the surrounding counties.
- Computer programming is done by Honeywell employees, information is disseminated by volunteers who man a "Child Care Hotline".
- The program is new and has not been in existence long enough for an evaluation of effectiveness.
- Honeywell also hopes to use the program as a long-range study of child care needs in the Minneapolis area.

Sponsor

The Honeywell Industries have 36 facilities in the Minneapolis area. These industries employ about 17 thousand workers ranging from assembly line employees to corporate administrators. Employees of the company live in widely dispersed geographic communities.

Need

In 1979 Honeywell's president identified inadequate child care as a problem affecting employees. He asked the Honeywell Women's Task Force to investigate this problem. In 1980, the Task Force completed a study and analysis of child care and its effect on Honeywell employees. As a part of this study, the Task Force held pre-survey listening sessions and surveyed a random sample of Honeywell employees. Twelve-hundred employees were surveyed. The survey results showed that 20-25% of the respondents listed child care problems as being a detriment to productivity. In addition, 26% of the respondents cited child care problems as a major reason for absenteeism and tardiness. The survey also showed that employees had difficulty locating a provider, finding quality care, finding affordable care, finding a caregiver at a convenient location, and finding a center that offered appropriate time slots.

History

After compiling the survey information, Honeywell began to investigate ways to solve employee child care problems. After looking at several models of employee supported child care, the Honeywell Task Force recommended that the company develop and maintain a computerized information and referral service for available child care. The Task Force also recommended that Honeywell hire an Employee-Child Care Relations Coordinator to coordinate all child-care related activities at Honeywell. They also recommended that Honeywell conduct further investigation into offering flexible work hours, job sharing, cafeteria benefits, and other child-care subsidies. The Task Force recommended adopting the information and referral service for a number of reasons. The company already had the expertise and resources available to provide a computerized system. They felt that this was the best way to make use of existing community resources. It took about one and a half years to get the system operational. The system was put into operation in the Summer of 1981.

Days and Hours of Operation

The Honeywell child care information and referral service is programmed by Honeywell employees during regular working hours. The information is distributed by volunteers who man a telephone "hot-line" at times convenient for working parents.

Users

The Honeywell information and referral system is available for use by anyone in the county where Honeywell is located. Any employee or resident can get child-care information from a phone hot-line staffed by volunteers from three community agencies.

Administration and Staff

The information and referral service is directed by Honeywell's Working Parents Resource Coordinator. Computer operators already employed by Honeywell are used to disseminate the information stored on the computers. Many Honeywell employees were used to design and program the system. Their services were only used for the start-up and are not a part of the on-going program.

Funding

The total cost of the information and referral system was paid by Honeywell. System design and programming costs amounted to approximately \$25,000 plus staff time.

Honeywell, Inc. Child Care
Information and Referral Service
Minneapolis, Minnesota

On-going costs for the data base are estimated at \$10,660 per year. Connecting time for each terminal is estimated at \$3,374 each year based on one hour per day. Total costs for the first year were estimated at \$39,034.

Benefits to the Employer

Honeywell initiated this project in response to a survey that indicated a need for child care assistance for Honeywell employees. Company representatives felt that the information and referral service was the best way to help satisfy that need. The service has been in existence for less than one year so it cannot yet be determined what affect it has had on employee productivity. However, Honeywell officials report that the program has been advantageous in providing good public relations for the company. An added advantage is that this service will provide a long-term needs assessment for child care services available to Honeywell employees. Using the information provided by the computer and by parents seeking child care assistance will allow Honeywell to assess the need for expansion or modification of their child care support.

Benefits to the Employee

The information and referral program offers Honeywell employees, as well as others in the community, a reliable bank of information on available child care services. The service helps parents find convenient, affordable, and good quality child care by keeping current information on services available. Parents with special needs, such as infant care or care for the handicapped child are able to get that information from the computer service.

Problems and Considerations

The Honeywell system has been in operation for too short a time to make any evaluations on it's effectiveness. Even though the program offers a needed service, it is still of little use to the parent who simply cannot afford to purchase child care services on the private market.

NORTHSIDE CHILD DEVELOPMENT CENTER

CONSORTIUM OF MINNEAPOLIS BUSINESSES

Industry: Supported by a variety of businesses

Address: 1011 14th Avenue, North
Minneapolis, Minnesota 55411

Opened: 1971

Enrollment: 100+

Hours: 6:30 am until 6 pm, Monday through Friday

Comments:

- Northside began as a consortium center funded by a number of Minneapolis businesses, Control Data, Inc. initiated the idea in an effort to recruit more low-income women into the work force.
- In recent years, Northside has become a Title XX center for low-income children. Title XX cuts may make it necessary for the center to begin selling slots to businesses once again.
- Minneapolis industries have considered to offer support and subsidies even with the available Title XX funding.
- Northside has a unique parent organization that raises money for scholarships for low-income children who do not qualify for Title XX assistance. This program allows these children to attend the center when there is no other assistance. As repayment, parents of children who receive these scholarships are required to do a certain amount of fund-raising and volunteer work for the center.

Northside Child Development Center
Minneapolis, Minnesota

Sponsor

The sponsors for the Northside Center include Control Data Corporation, Dayton-Hudson, Northern States Power Company, Pillsbury, Minnesota Federal Reserve Bank, Northwestern Bell, Farmer & Mechanics Savings and Loan Association, the Lutheran Brotherhood Insurance Company, and various other businesses, parent groups and individuals.

Need

Control Data Corporation, a manufacturer of computers and computer equipment, was interested in employing people identified as unemployable or disadvantaged. They were also faced with a high rate of turnover among the female staff. 40% of those females who were terminated cited child care problems as the reason. They initiated a consortium of local businesses in an effort to relieve this problem. It took almost eight months to develop the first program in August of 1970.

In 1973, Control Data hired researchers from the University of Minnesota to study the Center's effect on the parents' work performance. The results of the study support a decrease in turnover and absenteeism resulting from enrollment in the day care program. The study supports the idea that an employer supported child care program is beneficial to the employer.

History

The Northside Child Development Center was originated in 1971 when Control Data Corporation formed the consortium with the Dayton-Hudson Company and the Minnesota Federal Reserve Bank. This group was later joined by Northwestern Bell, Northern States Power Company, Farmers and Mechanics Savings and Loan, Pillsbury, and the Lutheran Brotherhood Insurance Company. These businesses provided local match money so that the center could receive federal funding. The center opened in 1971 with 20 infants and 80 pre-schoolers, and provided a developmental program.

In 1976, Northside became a Title XX center and no longer required private business to supply matching funds. However, businesses still provided in-kind subsidies. Also, a parent group was formed that was responsible for raising tuition funds for low-income families who do not qualify for Title XX subsidies.

Northside is still operating today with an enrollment of approximately 135 children aged 6 weeks to 11 years. The center moved into a modern new facility in 1976 and still receives subsidies from participating businesses. Because of cuts in Title XX funds, the center may return to direct subsidies from participating businesses.

Days and Hours of Operation

Northside Child Development Center operates from 6:30 am until 6 pm, Monday through Friday, 51 weeks of the year. The center offers before and after school care for school-age children as well as all day care for other ages. The hours are designed to accomodate parents who work for many different organizations.

Enrollment

Children may begin attending Northside Child Development Center at 3 months of age and can continue until about 12 years of age in the after school program. Because of the strong Title XX base of support, the center serves predominately low-income and working class families. The center has separate programs designed for the infant/toddler group, the pre-school group, and the school-age group. Enrollment is not confined to children of employees of the supporting businesses.

Administration and Staff

The Northside Child Development Center is administered on a daily basis by the center

Northside Child Development Center
Minneapolis, Minnesota

director. General direction and policy making come from the Board of Directors. This Board is composed of representatives from participating companies and parents of children who attend the Center.

Staff at the center consists of a full-time licensed practical nurse, an infant/toddler specialist, three teachers, three teacher assistants, and seven child care assistants in the infant-toddler rooms. Staff ratios are maintained at 1:3 for children aged 6 weeks to 16 months, and 1:4 for 16 months to 36 months. The pre-school program employs three full-time teachers, 6 full-time and 3 part-time aides. The staff-student ratio is 1:5 for children under four years and 1:7 for children over four. In the latchkey program, there is a full-time lead teacher, a full-time aide and a part-time aide. Staff to student ratio is maintained at 1:30.

Other staff at the center include three full-time cooks and a janitor. The staff is supplemented by a large number of volunteers. All employees at Northside must have a high school diploma and experience in child care. Prospective employees are allowed to volunteer their time to the center in order to get the required experience. The Foster Grandparents program provides surrogate grandparents who volunteer their mornings to help at Northside.

Funding

The original funding for Northside came from federal money that was matched by donations from local businesses and corporations. In 1976, the center was funded by Title XX money and no longer required matching funds from local employers.

From 1976 until today, Northside has operated on mostly Title XX money and some parent fees paid on a sliding scale. A corporation call Child Development Supporters was founded in 1972 to raise scholarship money for low-income families who do not qualify for Title XX funds. Members of Child Development Supporters raise money to contribute to the scholarship fund. The money is distributed on a sliding fee scale to eligible families. In addition, families that receive CDS money are required to do a proportionate amount of fund-raising. Other monetary support comes from USDA food subsidies, and individual contributions.

Northside still receives in-kind services from participating corporations. Because of cutbacks in Title XX monies, the center may go back to a vendor or voucher system to maintain enrollment.

Parent Involvement

Parents are involved in many ways with the Northside Child Development Center. About 50% of the Board of Directors is composed of parents of children who attend the center. The Child Development Supporters organization is run only by parents. Parents also participate through fund-raising activities and by volunteering time for center activities.

Benefits to the Employers

Employees of many of the supporting businesses and corporations have children who attend the Northside center. These employers enjoy the benefits of having a reliable center for their employees without having to become directly involved in the center's operations.

Benefits to the Employee

The Northside Child Development Center offers a number of benefits to the families who use its services. First, parents have the peace of mind that comes with knowing that their children are enrolled in a reliable program designed to enhance their

Northside Child Development Center
Minneapolis, Minnesota

their development. Along with developmental activities, the Northside Child Development Center provides health and hygiene services administered by qualified medical personnel. These services include sensory screening, speech screening, dental evaluations, and daily health care. Breakfast, lunch, and snacks are provided on a daily basis. An added benefit comes in the form of financial assistance from federal money and fund-raising activities. Low-income and single-parent families can enjoy the benefits of quality child care and can continue to be productive employees because of reliable child care services.

Problems and Considerations

Northside is faced with the typical problem of finding funds to run an adequate operation. In the past, center employees have supplemented income with fund-raising and donations. The problem will be intensified with the reduction in Title XX money. Because of these cut-backs, Northside may return to a voucher or vendor operation where participating businesses will purchase slots for the children of their employees. Since not all Northside children have parents who work for the supporting companies, enrollment may decrease.

Northside has taken steps to become as self-supporting as possible. They take advantage of many fund-raising opportunities and free services. They have tapped numerous resources that other programs have not yet considered. For example, an architectural student from the local university donated his time and expertise to plan a playground, and when the new center was built, the company that supplied food to the program also donated the kitchen equipment. Northside has taken steps to overcome inflation by creative fund-raising.

PCA INTERNATIONAL, INC.
CHILD DEVELOPMENT CENTER

Industry: Manufacturer of color portraits

Address: 801 Crestdale Drive
Matthews, North Carolina 28105

Contact: Joan Narron, Administrator
PCA Child Development Center
(704) 847-8011 ext. 2797

Opened: September, 1972

Enrollment: 150 children

Hours: 7:45 am - 12:30 am

Comments:

- The Center has expanded the physical facilities twice since the program began
- PCA enjoys a number of benefits from the Center, including free models from the Center, good public relations, and improved employee productivity
- PCA Child Development Center employees are well paid compared to other child care workers because they are paid on a comparable scale to other PCA employees

PCA Child Development Center
Matthews, North Carolina

Sponsor

PCA International, Inc. is a large manufacturer of color portraits with numerous plants located in other countries as well as the United States. The international headquarters is located in Matthews, North Carolina. The Matthews location employs about 1,150 people, 80% of whom are women. About 18% of the employees use the Child Development Center. PCA employs a wide variety of skilled, unskilled and professional workers.

Need

Shortly after PCA opened its Matthews headquarters, a high ranking company official discovered a substantial rate of absenteeism due to child care difficulties. The company decided to create a child development center to help alleviate the problem. The Center began with a very small enrollment and has gradually expanded enough to require two moves to larger quarters.

History

The PCA Child Development Center has been in operation for nine years. It began in September 1972 in an office with two children and a teacher. Eighteen months later the enrollment had increased to 35. Demand became so great that extra space had to be rented for seven months while a new on-site Center was built at PCA. This new facility was located in the operations building. During this time of expansion, an administrator and several teachers were added to the staff. As enrollment continued to grow, it became necessary to expand again. The Child Development Center is now located in the lab-technology building, located directly across the street from the corporate offices. Each time the Center expanded, the new facility was built to specifically suit the needs of a child development center.

Days and Hours of Operation

The PCA Child Development Center is open Monday through Friday from 7:45 am until 12:30 am. The Center hours are designed to accomodate employees from all three shifts. (Some third shift employees bring their children to the Center during the day while they sleep.) Under normal conditions, the Center is closed on Christmas Eve, Christmas day, New Years day, and Labor day. However, it will remain open if needed on weekends and holidays.

Enrollment

There are currently 150 children enrolled at PCA. Their ages range from six weeks to nine years with the majority in the three and four year old group. Only children of PCA employees are accepted for enrollment at the Center. 60% of the children have parents who work in the offices. 40% are the children of plant workers. The Center can handle an enrollment of up to 244 children. There is a planned entry program for employees who are expecting a child. Under this system, parents tell the Center the approximate date the new baby will begin attending the infant program. This allows the Center administrator to estimate the Center's infant enrollment for any given month.

Administration and Staff

The PCA Child Development Center is organized as a company department under the Vice-President for Human Resources. The Center administrator reports directly to the Associate Vice-President in charge of personnel. Along with the administrator, the Center employs three state certified teachers with degrees in early childhood education, seven infant and toddler attendants, two senior aides with experience and training in child care, and seven classroom aides. A list of substitutes provides extra help when teachers or aides must be absent. One of the lead teachers acts as assistant administrator

PCA Child Development Center
Matthews, North Carolina

and is responsible for running the Center when the administrator is absent. The Child Development Center has made use of student interns from Winthrop College and Wingate College. PCA provides in-house training for the Child Development Center employees and will pay the tuition for courses at outside institutions if the course relates to their jobs. Employees are paid at a higher rate than other area centers in order to attract highly qualified personnel.

Funding

Funding for the Child Development Center is accomplished through a combination of parent fees, employer subsidies, and fund raising efforts by the parents and Center staff. PCA charges a fee of \$33.00 per week for a single child, an additional \$30.00 for a second child, and \$28.00 for the third child. A total of \$11.00 can be subtracted from each fee if parents bring their child's lunch from home. Otherwise, the weekly fee is used to pay costs for full-day care including certified kindergarten program, with two snacks and a meal. Any fees for field trips, swimming lessons, etc. are charged on an individual basis. All fees are automatically deducted from the parents' checks by the PCA payroll department. The Center administrator uses attendance records to let the payroll department know how much to charge each parent. Last year the operating costs for the Child Development Center amounted to \$380,000.00. Income from parent fees was \$287,000.00. PCA provided a subsidy of \$93,000.00 to make up the difference. Along with this yearly subsidy, PCA also gives in-kind services such as help in accounting, payroll, and secretarial functions. Also, space, utilities, and maintenance are provided at no charge to the Center. Start up expenses for the Center were kept lower because the Child Development Center has always been added as part of an existing structure. However, the company did provide \$250,000.00 for supplies and materials needed to begin operation. PCA provides insurance coverage for the Center. Individual accident policies on each child come out of the Center budget. The Parent Council plans yearly fund raising events which contribute income to the Center. There are no outside funding sources.

Parent Involvement

There is a Parent Council which is composed of representatives and alternates from each class at the Child Development Center. The function of the Council is to help plan and carry out fund raising activities. Parents do not become involved in making Center policies.

One advantage of having an on-site Center is that parents can visit their children throughout the day. New mothers who wish to nurse their babies can return to work sooner because they can visit the Center during the day. Parents are encouraged to visit the Center as often as they like and frequently drop in for lunch or to observe the children's activities.

Parents and other PCA employees are kept aware of activities at the Center by a monthly newsletter that is circulated throughout the complex. Parents are required to attend two individual parent/teacher conferences each year. There are also periodic class meetings. Parents and other PCA employees frequently help by chaperoning field trips, reading stories, and providing other entertainment for the children.

Benefits to the Employer

PCA International, Inc. enjoys various benefits because of the Child Development Center. PCA officials estimate that the Center is worth about \$50,000.00 annually in publicity value alone. Several newspaper articles and at least

PCA Child Development Center
Matthews, North Carolina

one television show about the Center have helped draw national attention to the company.

PCA also enjoys a savings because of a decrease in employee turnover and absenteeism, better employee morale, and an increased ability to attract personnel. PCA officials estimated a turnover rate of less than 1% last year for employees who used the Child Development Center. This represents a savings of 48 employees at a total cost of \$96,000.00. An employee morale survey showed that workers who use the Center are extremely satisfied with their employment at PCA. Also, with only a 4% rate of unemployment in Mecklinburg County last year, PCA received over 35 hundred unsolicited applications for employment. This resulted in saving the cost of advertising vacant positions. PCA officials attribute these improvements to the availability of child care.

PCA is the world's largest maker of color portraits and enjoys the unique benefit of having a Child Development Center full of photographic models. The children at the Center are used as models for advertising posters, and to test new photographic materials. The Center administrator records the number of times the children are used as models. Based on a local fee of \$45.00 per hour for child models, the administrator estimates that the use of free models saves PCA about \$10,000.00 each year.

Benefits to the Employees

Benefits to the parents include the availability of reliable day care at an affordable price. Parents also have the ability to visit the child during the day and the convenience of transporting the child to an on-site center. Parents save transportation costs by not having to make two extra trips each day to a babysitter. Visiting privileges give parents the security of watching their child's day care program in action. Parents also enjoy the added security of being close if their child becomes sick or has an accident.

Problems and Considerations

There were no problems reported at the PCA Child Development Center. PCA is very supportive of the program and recognizes the benefits that come with offering child care to employees. PCA officials support expansion of the program so that it is available to all employees.

September 1981

PLAYWORLD CHILD DEVELOPMENT CENTER

NEUVILLE-MOBIL SOX, INC./PERFORMANCE HOSIERY MILLS

Industry: Hosiery warehouse and distribution center
Hosiery finishing plant

Address: P. O. Box 286
Hildebran, North Carolina 28637

Contact: Beverly Neuville, Director
Playworld Child Development Center
(704) 397-5566

Opened: December 1979

Enrollment: 21

Hours: 6:45 am until 5:30 pm whenever the mill is in operation

Comments:

- May go to a second shift operation sometime in the future.
- Company officials report drastic increases in productivity and decreases in absenteeism and tardiness.
- The child care facility was included in plans to expand the building to include the new hosiery mill. The purpose of this plan was to attract a highly qualified labor force to man the new mill.
- Also enroll some Title XX eligible children.

Playworld Child Development Center
Hildebran, North Carolina

Sponsor

Neuville-Mobil Sox, Inc., a warehouse and hosiery distribution center, and Performance Hosiery Mills, a hosiery finishing plant, are two separate companies that share a common work site. Playworld Child Development Center is also located at this work site and serves the children of employees who work for both companies. Performance Hosiery Mills employs a total of 41 employees, 85% of whom are women. Neuville-Mobil Sox employs 41 people, 72% of whom are women. Playworld Child Development Center has a total of 7 female employees. 20% of all employees and 80% of the mothers with pre-school aged children use the center.

Need

Performance Hosiery Mills and Neuville-Mobil Sox are located in Burke County, North Carolina, just outside of Hickory. Hickory is a heavily industrialized area with furniture and textile manufacturers making up the majority of the businesses. The labor force for these businesses is drawn from a four county area, and competition for good employees is acute. When Performance decided to share space with the Neuville company in 1979, officials from both companies set out to devise a plan that would make their businesses attractive to workers who would best suit their needs. Machinery used to manufacture socks requires quickness and good finger dexterity. For this reason, company officials hoped to attract female applicants between the ages of 20 and 35. However, the situation was complicated by the fact that women in this age category tend to have pre-school aged children and frequently have problems with child care arrangements. Company officials felt that they could alleviate these problems by offering child care as an employee benefit.

History

Construction plans for the Playworld Child Development Center were included in the plans to add space to accommodate the Performance Hosiery Mills operation. The new center was to be located in the same building as the mill and the administrative offices. The center began operating in December 1979 with an enrollment of six children. By September 1981, 21 children were attending the center. There is enough space and staff at the present time to accommodate 25 children. The center is licensed for 29.

Days and Hours of Operation

The Playworld Child Development Center is open from 6:45 am until 5:30 pm every day the mill is in operation. Company officials anticipate the addition of a second shift sometime in the future. If this becomes a reality, the child development center may expand its hours to accommodate the second shift parents.

Enrollment

There are presently 21 children enrolled at Playworld. Almost 50% of those are under the age of two. The others are between the ages of two and five. Three of the children who currently attend the center do not have parents who work for the mill. Their tuitions are paid with Title XX funds.

Administration and Staff

Playworld Child Development Center, Inc. operates as a separate company with its own Board of Directors. The three companies that share the site (Neuville-Mobil Sox, Inc., Performance Hosiery Mills, and Playworld Child Development Center, Inc.) work in close cooperation with each other. The Playworld staff consists of the center director, a staff supervisor, a teacher with a degree in Early Childhood Education, and four part-time people who handle two teacher aid positions. A college degree is not a requirement for a position at Playworld. The center director looks for employees with experience in child care. Playworld pays employees more than

Playworld Child Development Center
Hildebran, North Carolina

community day care centers in order to attract highly qualified workers.

Funding

Funding for the center is provided by a combination of parent fees, employer subsidies and outside funding sources. Company officials estimate operating expenses for the first six months of 1981 at \$28,189.00. Neuville-Mobil Sox and Performance Hosiery Mills paid a joint subsidy of \$10,581.00. Parents paid \$10,983.00. Title XX money amounted to \$3,414.00, and \$1,351.00 was paid by parents who are not employees of either company. The center showed a net loss of \$1,860.00. Officials from both companies say they never intended to "break even." They feel that the subsidy is worth the benefits they receive from having a center on site. Individual fees help pay for all day care including a certified kindergarten program with snacks and a hot meal each day. The center offers a developmental program with activities tailored to the different age groups. Fees are deducted automatically from each parent's pay check. The Neuville and Performance companies spent \$60,568.00 to build, equip, and begin operating the center in 1979. Playworld also received a grant of \$2,500 from the North Carolina Department of Human Resources to help equip the center. The center director reports that the paperwork involved in getting this grant was minimal and has not subjected the center to any increase in state monitoring.

Copies of the center's financial reports are attached.

Parent Involvement

Parents are encouraged to visit their children throughout the day. Many spend their break and lunch times with their children. There is also a Parent Council that has the responsibility of reviewing policy and fee changes. Even though there was a great deal of enthusiasm about the center at the time of opening, parents were still hesitant to enroll their children. Most preferred to wait and see how the program would operate and if it would last. Meetings were held to familiarize parents with the operation of the center and to encourage them to use it.

Benefits to the Employer

The center was originally established to help the Neuville and Performance companies recruit high quality employees. So far, the center has served that purpose. When Performance Hosiery Mills and the Playworld Child Development Center opened in 1979, the mill received close to 300 applications for about 41 available positions. This was in response to a single newspaper advertisement that announced the opening and the availability of child care. Since that time, the company has received an average of 10 applicants each week. Most say they are interested in working at the company because of the availability of child care.

Because of the high number of applicants, the companies have been able to maintain a highly qualified staff. Since their opening in 1979, their sales and productivity have remained among the highest in the area.

Contributing to this success is a decrease in turnover and absenteeism, as well as greater employee satisfaction. Since the Performance mill opened in December 1979, the turnover rate has dropped from 8% to 3%. This decrease corresponds with the gradual increase in the use of the child development center. Company records show no turnover among the employees who have children attending the center. One company official says that benefits such as employee satisfaction and improved public relations cannot be measured in dollars and cents but have helped in the overall success of the business. Public opinion towards the Neuville and Performance companies has been particularly favorable because of the child development

Playworld Child Development Center
Hildebran, North Carolina

facility. Last year, the Neuville Vice-President and the center director won a public service award from the Burke County Department of Social Services.

Benefits to the Employees

The main benefit to the parents is the availability of reliable, affordable child care. There is a shortage of day care facilities in the Burke County region, and many children are cared for by neighbors or relatives. That kind of care is not always reliable. By working at the Performance or Neuville companies, these parents were guaranteed a slot for their children at a reliable center that would always be available during their work hours.

Having their children at an on-site center allows parents to visit during the day and to be near in case of emergency. New mothers returned to work earlier because they felt comfortable knowing their babies were within walking distance. Parents can also enjoy a savings in transportation costs because they do not make an extra stop at the babysitter.

Employees who do not use the child development center also benefit because their fellow employees tend to be more reliable and productive when they know their children are being well cared for. Also, companies that offer child care benefits tend to be employee-oriented and offer other benefits that all employees can use.

Problems and Considerations

The center was underutilized at first and operated at a loss for two years. The loss has decreased each year. The employers hope the center will become more self-supporting, but they feel that the subsidy they provide is worth the benefits they receive.

Another problem was that the center director had experience in education, but no direct experience in child care. She spent the year during which the building was being constructed to learn more about the topic.

The director also had difficulty finding child care workers. Some of this problem could have been caused by the fact that there are plenty of other opportunities for employment in the area. There has been a 100% turnover in the child care center staff since the center opened. That turnover has decreased and the child care staff is becoming more stable.

October 1981

POLAROID CORPORATION

CHILD CARE ASSISTANCE PROGRAM

Industry: Photography

Address: 575 Technology Square
Third Floor
Cambridge, Massachusetts 02138

Contact: Verna Brookins, Director
Polaroid Corporation
Child Care Assistance Program
(617) 577-3674

Started: 1970

Comments:

- Polaroid offers a voucher program where qualified employees receive a child care subsidy at the child care center of their choice.
- This program works well for Polaroid because they have numerous offices and plants scattered throughout Massachusetts. For this reason, an on-site program would not be feasible.

Polaroid Corporation
Cambridge, Massachusetts

Sponsor

The Polaroid Corporation has corporate offices located in Cambridge, Massachusetts and a number of manufacturing and office sites located in various other areas. Polaroid employs approximately 15,000 workers, 55% of whom are women. About 100 or 15% of Polaroid's employees participate in the child care benefit plan. About 31% of all female employees participate.

Need

In 1970 the Polaroid Corporation conducted a survey of its employees and found that there was a need to provide some form of help in arranging day care for the children of employees.

History

A corporate child care committee was formed to look at ways to supply this service. Since Polaroid employees were located in a wide area of sites, they decided that an on-site center would not serve everyone and operating centers at every location would be too expensive.

The first plan called for buying slots at a specified child development center in Cambridge. Polaroid employees were not enthusiastic about this plan. After re-evaluating the system, Polaroid officials found that their employees preferred to place their children in day care centers near their homes. Polaroid then decided to operate on a voucher system that allowed parents to place their children in any state licensed center of their choice. Today, Polaroid continues to offer the voucher program as well as an information and referral service to its employees. Other innovative programs offered by Polaroid are a week-end shift, and extensive maternity leave.

Enrollment

Any Polaroid employee who has a total family income of less than \$20,000.00/year qualifies for the child care subsidy. The amount of the subsidy is determined by a sliding fee scale which is based on actual income and the number of family members. Polaroid is now considering raising this limit to \$25,000.00/year. Because eligibility is based on family income, most of those who qualify are single parents. Because the area has a shortage of infant and after school care, most of the children enrolled are in the pre-school age range.

Administration and Staff

The program employs one coordinator who works in the Cambridge corporate headquarters. One employee at the benefit center of every major division is assigned the task of processing and evaluating application forms for the employees at that division.

Funding

Polaroid estimates that they spend between \$550.00 and \$600.00 each year for each child receiving the child care subsidy. This covers from 5% to 85% of the total cost. Each parent pays the difference between the actual child care costs and the amount of subsidy for which she qualifies. Under this system, the parent chooses a suitable licensed center and the center bills Polaroid directly for the amount of the subsidy.

Benefits to the Employer

Polaroid has not conducted any surveys or studies to verify the benefits of their child care assistance program. However, one official says that the program has been good for employee morale and for public relations. Because of the program,

Polaroid Corporation
Cambridge, Massachusetts

Polaroid is viewed as a progressive company which looks after the needs of its employees. Personnel records of individuals who participate in the program show a reduction in absenteeism.

Benefits to Employees

Polaroid's child care assistance coordinator says that day care services in the community are too expensive for some of Polaroid's employees. Having the voucher subsidy allows these people to continue working with the comfort of knowing their children are being well cared for.

Problems and Considerations

Polaroid's child care subsidy program affects only about 15% of the total employee population. This indicates that any affect the program has on the company would be minimal. It is obvious that Polaroid offers this as an employee benefit with little regard to its affect on the company.

One reason for this low use may be that many of the lower paid employees work night shifts and there is a shortage of licensed homes and centers open for all-night care. Also, some Polaroid employees perceive the child care subsidy as unfair because it is only available to a limited number of employees. Polaroid officials justify the program by offering other benefits that are also available on an optional basis.

CHILD DEVELOPMENT CENTER

SPARTANBURG GENERAL HOSPITAL

Industry: Hospital

Address: 210 Catawba Street
Spartanburg, South Carolina 29303

Contact: Patricia Hollon, Director
Child Development Center
(803) 573-6160

Robert Peel, Vice-President
Spartanburg General Hospital
(803) 573-6387

Opened: October 1974

Enrollment: 150-160

Hours: 6:15 am until 11:30 pm, Monday through Friday and on weekends and holidays
when necessary

Comments:

- This Center was started with seed money from the Appalachian Regional Commission and the hospital. The ARC donated money to create a model center for the Appalachian region.
- At the present time, the enrollment is too large for the space they had available. For this reason, the infant/toddler program was moved to another building. The hospital is in the process of renovating a larger site to hold both programs.

Child Development
Spartanburg General Hospital

Sponsor

Spartanburg General Hospital is a 567 bed facility that employs about 2,000 people. Seventy-five percent of those employees are women. The hospital is located in the City of Spartanburg. Hospital personnel consists of nursing and medical staff, office staff and support staff such as janitors and cooks.

Need

The possibility of providing a child care program at Spartanburg General Hospital was investigated as early as 1971. Like other medical facilities, the hospital was experiencing a critical shortage in nursing services. A survey of the hospital staff and community showed the need for child care as one reason for the shortage of nurses. The hospital administration felt that a child care center would help in recruiting nurses and in reducing absenteeism and turnover. The community survey showed that only 25% of the qualified nurses in the Spartanburg area could be recruited. The remaining 75% were unavailable primarily due to child care problems.

One reason for the shortage of child care for medical workers is the odd hours and days required in hospital work. Many work second shift, weekends, and holidays. They are also required to work during inclement weather when most other facilities are closed. Hospital administrators felt the need to provide a child care service that would meet the particular needs of medical personnel.

History

In 1971, questionnaires were distributed to all employees and students of Spartanburg General Hospital to determine the potential utilization of a child care facility. The response revealed that 50 families would be interested in using the facility for 72 children. At that time, however, there was no money available to implement a child care program.

Another questionnaire was distributed in the Fall of 1973 to see if there was still an interest in child care services. At that time, 80 families expressed an interest in a facility for approximately 100 children. An additional 60 respondents indicated that they might be interested. All those responding to the survey indicated the need for a center that would meet the needs of parents working on a hospital schedule.

The Child Development Center opened in October 1974 with approximately 80 children of Spartanburg General Hospital employees. The purpose of the center was to meet the needs of hospital employees and to provide a demonstration model of quality child care for the Appalachian region of South Carolina. The center was opened in a building that was renovated by the hospital. Initial operating costs and equipment were paid by money received from an ARC grant.

Shortly after its opening, the increased interest in the center created a waiting list of mostly infant and toddler age children. In 1978, the administration began to search for additional space to provide services for those children on the waiting list. Space was found in March 1979 and the center expanded to provide another program for 48 children between the ages of 3 months and 2 years.

There is still a waiting list, but the additional space allows the list to decrease at a more rapid rate. Plans are being made to renovate an additional building for further expansion.

Days and Hours of Operation

The Spartanburg General Hospital Child Development Center is designed to accomodate

Child Development Center
Spartanburg General Hospital

the schedules of hospital employees who work on shifts. Center hours are from 6:15 am until 11:30 pm on weekdays. These hours serve the children who have parents working on first and second shifts, as well as those on an 8:30 am to 5 pm schedule. Studies show that there is not enough demand for over-night care for the children of third shift workers, however, many of these children attend the center during the day while their parents sleep.

The center is open on Saturdays, Sundays, and holidays when there is a guaranteed attendance of at least 10 children. If weekend or holiday care is needed, parents must sign up a week in advance so that the center can plan to remain open.

Enrollment

There are currently 150-160 children enrolled at the Child Development Center. Only children of Spartanburg General Hospital employees are eligible to attend. The programs accommodate children 3 months of age to 12 years. Programs are divided for infants and toddlers, pre-school, kindergarten, and after-school care.

The children of nurses are given first priority for enrollment in the center. Also, the teacher to child ratio is low enough that a child can be enrolled ahead of the waiting list if his parent is needed for immediate employment at the hospital.

Administration and Staff

The center was established as a revenue producing department of the hospital and it operates under the direction of the Vice-President of Human Resources. The director of the child development center is directly in charge of all center personnel and operations. There are approximately ten full-time teachers and six part-time aides employed to work directly with the children. Other full-time employees include a custodian, two housekeepers, and an office worker. The center also enjoys the benefit of having free personnel in the form of student nurses and interns, as well as local college students.

Funding

The Spartanburg General Hospital Child Development Center is funded through a combination of parent fees, hospital subsidies, and federal program money. A copy of the current fee schedule is attached. These fees are based on a five day week and are automatically deducted from the parents' payroll checks. Parents are not charged when their child is absent for three or more days due to illness or when the parent takes earned vacation time. Services provided for these fees include diapers, meals and up to 9½ hours care. These parent fees pay less than half of the cost of the care provided. Last year the hospital provided 56% of the \$335,000 it cost to run the program. Money to start up a child development center at the hospital was provided by a grant from the Appalachian Regional Commission in 1972. The grant totaled \$185,000 and was used to buy equipment and pay salaries for the first year. The hospital paid to renovate an existing building for use as a child care center.

The hospital receives a regular reimbursement from Medicare and Medicaid for a certain percentage of what they spend on employee benefits. These funds are added to the budget for the center. Also, they are currently in the process of reapplying for a food subsidy from the Department of Agriculture.

Parent Involvement

Because the Center is located on hospital grounds, parents may visit their children at any time. Periodically, the center staff holds parent nights and parent-teacher conferences. Parent nights are designed to give parents lessons in certain child development topics. Parent-teacher meetings are designed to allow teachers to meet

Child Development Center
Spartanburg General Hospital

with the parents of individual children to discuss their progress. Parents are also required to attend orientation interviews and visits.

Benefits to the Employer

The main benefit reported by Spartanburg General Hospital recruiting personnel is their increased ability to recruit nurses. The hospital uses this benefit in advertisements to attract nurses. Hospital officials feel that often, the center has made the difference in whether or not a nurse chooses employment at Spartanburg General Hospital or someplace else. Hospital records show a low rate of turnover among nurses while their children attend the center. Other benefits to the hospital include improved employee morale and work attitudes, less absenteeism, reduced tardiness and an on-site learning lab for local colleges, nurse trainees, and family practice residents.

Benefits to the Employee

Because the center is located near the work place, parents are free to visit their children during the day. Also, new mothers who wish to nurse their babies can return to work and have ready access to their babies at feeding time. Parents also feel more comfortable having their children near them in case of emergency.

In addition, parents are also assured that their children will receive regular meals and snacks during the day and daily health checks to protect each child from contagious disease.

Problems and Considerations

The center rapidly outgrew the facility in which it was originally located. After much searching, hospital officials located a suitable site near the hospital, but because of its size, only the infant-toddler program could be located there. There is presently a waiting list that indicates the need for further expansion. The area around the hospital is densely developed with medical offices and businesses. It will be difficult to keep finding appropriate sites near the hospital. The present situation is inefficient because it involves the payment of utilities and rent on two buildings instead of just one.

The cost of this program and the hospital subsidy are high. However, hospital officials feel that the benefits gained far outweigh the costs. The child care program is reported to be one of the least expensive employee benefits.

SPARTANBURG GENERAL HOSPITAL
CHILD DEVELOPMENT CENTER
FEE SCHEDULE EFFECTIVE OCT. 1, 1981

INFANTS- 3 mos. - 2 yrs.

Fulltime enrollment	
One child (diaper)	\$34.00/wk.
One child (non-diaper)	\$33.00/wk.
Two-child family-20% discount	\$54.00/wk.

PRESCHOOL- 2 yrs.-Kindergarten

one child	\$33.00/wk.
Two-child family - 20% discount	\$54.00/wk.

SCHOOL AGE

After School Pick-up and care	\$20.00/wk.
After School Care- No pick-up	\$18.00/wk.
Summer Program	
One child	\$33.00/wk.
Two-child family-20% discount	\$54.00/wk.

PART-TIME CARE

(Space available basis only)	
Daily rate per child	\$ 6.60/day
Extra Meal Charge	
Infant-Toddler	\$.80/meal
Pre-School	\$ 1.60/meal

OVERTIME CHARGE

(Without Overtime Verification)	\$ 1.00/15 minutes
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-CREDITS-

PAID VACATION- When 3 or more consecutive paid vacation or holiday hours are taken in one week, credit will be allowed.

ILLNESS OF CHILD- When 5 or more consecutive days are missed, due to illness, credit will be allowed ONLY when a written statement by a physician is presented. Statement should include illness and verification of safe return to the program without presenting a health risk to other children enrolled.

September 1981

DEPARTMENT OF LABOR
DAY CARE CENTER

Industry: Federal agency

Address: 200 Constitution Avenue
Washington, D.C. 20210

Contact: Susan C. Brenner
Director
(202) 523-8553

Opened: 1977

Enrollment: approximately 100

Hours: 7:30 am - 6:00 pm

Comments:

-This Center is parent owned and operated. The DOL acts as advisor for Center operations.

Department of Labor
Day Care Center
Washington, D.C.

Sponsor

The United States Department of Labor is a federal agency that operates out of a large office building in Washington, D.C. The DOL employs people of various professions and backgrounds.

Need

The DOL Day Care Center began in 1977 when the agency demonstration/research activities were undertaken in line with child development, employee stability, and employee career development goals. The hope was to solve their parent-employees' day care problems and create more relaxed work attitudes and more concentration on the job.

History

The DOL Day Care Center was started in 1977 by two Assistant Secretaries and was the first government sponsored child care center. Start up funds were provided by the Department of Labor through demonstration grants. The Center began as a demonstration/research project serving the 18 month to 6 year old children of DOL employees. Today, the Center is self-sustaining with an independent Board of Directors responsible for staffing, and fiscal and operating policies. The Department of Labor now serves in an advisory role and as the provider of space for the program. It also provides the Center with maintenance and other administrative services.

Days and Hours of Operation

The Day Care Center is open from 7:30 am until 6:00 pm on weekdays. The schedule is designed to accommodate the needs of parents working for the DOL. Extended hours are provided to help those parents who work on a flexible schedule.

Enrollment

There are presently about 100 children who attend the DOL Day Care Center. Enrollment at this time is somewhat unstable because of a recent fee change. Any child between the ages of 18 months and 6 years who has a parent that works for the federal of District of Columbia governments may be enrolled. Priority is given to DOL employees. Classrooms are separated to create a learning environment appropriate for each child's age. A certified kindergarten program is also provided.

Administration and Staff

The DOL Day Care Center is owned by the parents of enrolled students. All parents automatically belong to the Parents Association. The Department of Labor plays an advisory role in the Center's operation.

The Center is operated by a Board of Directors elected by the Parents' Association and Board Committees. Each parent receives administrative leave in order to volunteer a required one hour each month to the Center.

The Center is administered daily by the Center Director who is assisted by the office manager. In addition, there are 6 teachers, 6 teachers' aides, and a housekeeper employed by the Day Care Center. All teachers must be qualified according to the District of Columbia Department of Human Resources standards. Knowledge of early childhood education or a related field is necessary. Student teachers and volunteers assist the regular Center staff.

Department of Labor
Day Care Center
Washington, D.C.

Funding

Funding is provided by a combination of parent fees, employer subsidies, and government funding. Parents pay weekly fees of \$62.50 for children in diapers, and \$47.50 for pre-school age children. Every parent must also volunteer one hour each month for some activity involving the Center. Failure to do this results in the parent having to pay a fine. Parents pay their fees directly to the Center. These fees are used to cover operating expenses.

The DOL provided start-up money of about \$185,000.00 to begin the Center as a demonstration project. DOL now provides a large, modern, 6 room facility and outside play area at the office building for use as a day care center. Maintenance and other administrative services are also provided. The Center also receives a USDA reimbursement for food.

Parent Involvement

As a parent owned facility, the DOL Day Care Center has extensive parent involvement. Each parent is a member of the Parents' Association. Out of the Association, a Board of Directors is elected. The Board's function is to set policy and to supervise the Center's operations. Parents are also required to contribute one hour of their work time each month toward some activity at the Center. In addition to their involvement in Center operations, parents may visit their children at any time. Because the center is located at the work place, parents find it convenient to visit.

Benefits to the Employer

The Center began as a demonstration/research project to study child development, employee stability and employee career development goals. The success of the Center in improving employee stability and encouraging career development is demonstrated by the fact that the Center has successfully operated for four years. Reports also show that parents who use the Center show more relaxed attitudes and more concentration on the job. Because the Center is owned and operated by parents, the DOL is required to participate very little in the actual operations. They receive the benefits of an on-site center with a minimal financial contribution.

Benefits to the Employee

Parents who use the Center benefit by having a reliable, convenient, and affordable child care center at their work-place. They save time and money because they do not have to commute to a center that is not near the work-place. Having the Center on-site makes parents feel more comfortable because their children are close in case of an accident or illness. Also, parents are free to visit their children throughout the day.

Problems and Considerations

Because of a recent fee increase, some parents are taking their children out of the Center. The increase caused some dissatisfaction that resulted in a temporarily unstable enrollment.

Another problem is the location of the Center. The DOL building is located in downtown Washington, D. C. and parents who bring their children to the Center must commute with them on crowded public transportation or in heavy traffic.

APPENDIX

F

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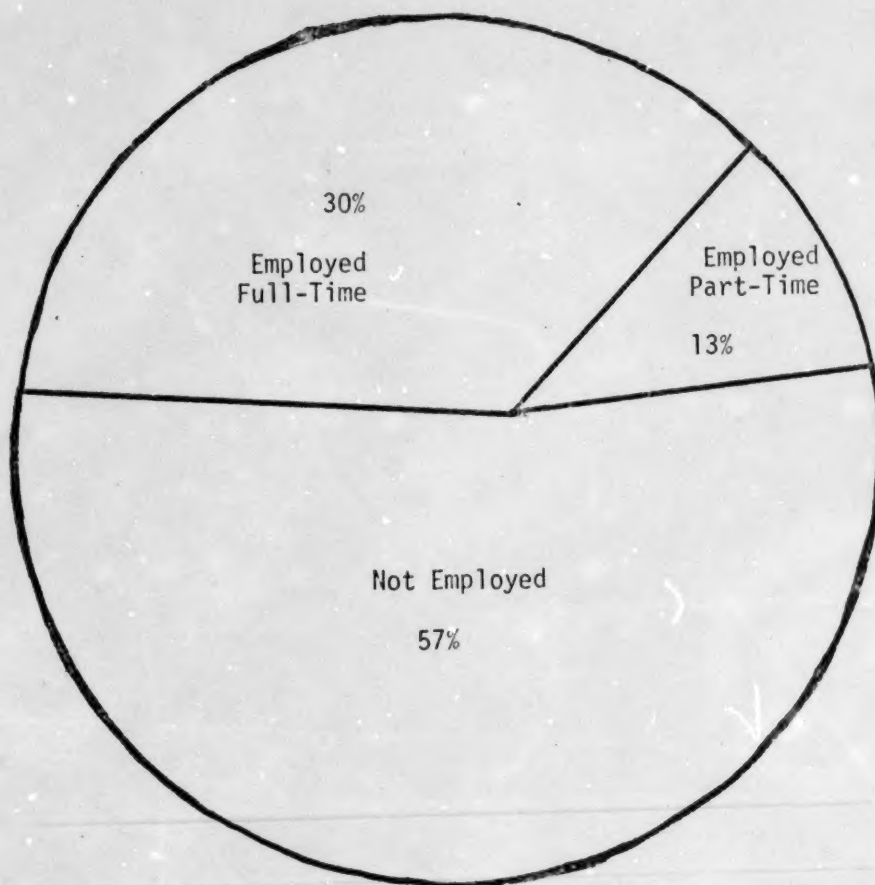
APPENDIX

G

CIVILIAN LABOR FORCE IN SOUTH CAROLINA
by Sex, Race and Age

Category	1978	1981	% Increase
Male	722,000	725,670	0.5
Female	575,000	634,370	10.3
White	977,000	1,032,900	5.7
Black	321,000	327,100	1.9
Over 20	1,181,000	1,229,680	4.1
Under 20	117,000	130,320	11.4
Total	1,298,000	1,360,000	4.5

WORK STATUS OF WOMEN IN SOUTH CAROLINA WITH PRESCHOOL CHILDREN



APPENDIX

H

EMPLOYER-SPONSORED CHILD CARE PROGRAM MODELS

ON-SITE MODEL

Employer sponsors a child care program on or near the worksite.

Options:

Employer owns and manages center.

Employer leases space to outside child care provider.

Advantages:

Offers a visible service which helps promote good employer/community relations.

Can reduce absenteeism, tardiness and turnover by providing reliable easily accessible child care.

Convenient for parent/child interaction during the work day.

Employer maintains control over program quality.

Disadvantages:

Employees may not fill center to capacity, thereby requiring a greater subsidy to recover the loss.

Start up costs are usually high and an on-going subsidy is usually required.

Employer is liable in case of accidents.

Tax Incentives:

Subsidy is deductible as a business expense.

Start-up and capital investments are depreciable.

Examples:

Spartanburg General Hospital Child Development Center,
Spartanburg, S.C.

PCA Child Development Center, Matthews, N.C.

Playworld Child Development Center, Neuville
Mobil-Sox, Hildebran, N.C.

CONSORTIUM MODEL

Employers as a group fund a child care center or group of day care homes that serve the children of all employees.

Option:

Most frequently fund a non-profit child care organization.

Advantages:

Has most of the same advantages as the on-site model.

Company is not liable for home or center.

Company is not directly responsible for program operations.

Disadvantages:

Has most of the same disadvantages as the on-site model.

Employer has less control over operations.

Tax Incentives:

Contributions to a non-profit organization are tax deductible.

Example:

Northside Child Development Center, Minneapolis, Minnesota.

VENDOR MODEL

Employer purchases slots in child care centers or family day care homes.

Options:

Employer may resell slots to employees at a reduced cost.

Employer may pay provider directly.

Advantages:

No start-up costs.

Can reduce absenteeism and turnover.

Employer is not responsible for management of the center or home.

Supports existing child care resources.

Parents may have a choice of several providers.

Disadvantages:

Existing resources may not be sufficient to meet employee needs.

May create rivalry between local child care providers.

Employer has little control over program.

Tax Incentives

Costs of slot purchase are deductible as a business expense.

VOUCHER PROGRAM

Employer provides a subsidy to help pay employees' child care costs.

Options:

Company administered program.

Employer contributes to a sliding fee program sponsored by a non-profit organization.

Advantages:

Can reduce absenteeism.

Employer is not responsible for program operations.

Gives parents the freedom to choose a provider.

Disadvantages:

Considered by some to be an inequitable benefit.

Some administrative work required to implement the program.

Employers maintain little control over program quality.

Tax Incentives:

Subsidy is deductible as a business expense.

Contributions to non profit organizations are deductible as charitable contributions.

Examples:

Polaroid Corporation, Cambridge, Massachusetts

Ford Foundation, New York, New York

SICK CHILD CARE MODEL

Program designed for the care of children with minor illnesses.

Options:

Employer may sponsor a company owned program.

Employer contributes to an agency which provides sick child care services.

Advantages:

Can reduce absenteeism.

Can improve public relations and image.

Company may not be directly responsible for program administration.

Provides a unique, but necessary service.

Disadvantages:

Company has no direct control over services provided by an outside agency.

Tax Incentives:

May be considered a business expense if designed specifically for employees.

May be considered a charitable deduction if funds are contributed to a non-profit agency.

Example:

Child Care Services, Inc., Minneapolis, Minnesota.

INFORMATION AND REFERRAL MODEL

Employer sponsors a program to provide information about community child care resources.

Options:

Employer may administer program in-house.

Employer may contribute to a community agency that provides this service.

Advantages:

Information and Referral programs are the least costly child care benefit.

May serve as a needs assessment by keeping track of community child care inadequacies.

Disadvantages:

Not as visible as a child care center or subsidy.

Tax Incentives:

May be deductible as a business expense or a charitable contribution.

Examples:

Honeywell, Inc. in Minneapolis, Minnesota

Durham Day Care Council, Durham, N.C.

SCHOOL AGE CHILD CARE MODEL

Employer sponsors a program designed to meet the needs of parents with school-age children.

Options:

Offers before and after school, and summer vacation programs as part of on-site or consortium centers.

Provides a subsidy or buys spaces for school-age programs in the community.

Sponsors a summer camp for school age children

Advantages:

Provides for the unique needs of school age children.

Not as expensive to offer because of lower staff to child ratios and shorter length of time required.

Disadvantages:

May be difficult to staff due to time frames involved.

May not meet the needs of all employees.

Tax Incentives:

May be deductible as a business expense or a charitable contribution.

Examples:

Tupperware Company, Hemingway, S.C. (Summer program)

Spartanburg General Hospital, Spartanburg, S.C. (part of on-site program).